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FINAL EVALUATION

West Africa Cotton Partnership Project (WACPP)

Final Report

July 2018

This document was prepared for review by the United States Agency for International Development (USAID). It was prepared by the Analytical Support Services and Evaluations for Sustainable Systems (ASSESS) activity, a partnership of the United States Department of Agriculture/Foreign Agriculture Service (USDA/FAS), the University of Rhode Island (URI), and Kwame Nkrumah University of Science and Technology (KNUST)

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USAID Cognizant Technical Office: West Africa Agriculture Team

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ACRONYMS

ACA	:	African Cotton Association (Association Cotonnière Africaine)
AfDB	:	African Development Bank
ANADER/(Ex ONDR)	:	Agence Nationale d'Appui au Développement Rural / Office National du Développement Rural
ANaF	:	Association Nationale des Femmes Agricultrices du Bénin
AOR	:	Agreement Office Representative
AProCA	:	Association des Producteurs de Coton Africains
ASSESS	:	Analytical Support Services and Evaluations for Sustainable Systems
CAADP	:	Comprehensive Africa Agriculture Development Program
CILSS	:	Comité Inter-état de Lutte contre la Sécheresse dans le Sahel
CILSS/AGRHYMET	:	(Regional Center for) Agriculture, Hydrology and Meteorology
CILSS/INSAH	:	Institut du Sahel
CILSS/AGIR	:	Alliance Globale pour les Initiatives de Résilience
CMDT	:	Compagnie Malienne pour le Développement des Textiles
COPSA-C	:	Coopérative de Prestations de Services Agricoles – Coobsa
CORAF/WECARD	:	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles / West and Central African Council for Agricultural Research and Development
COTIMES AFRIQUE	:	Coton et Industrie du Monde Expertise et Service – Afrique
CP	:	Cultural Practice
CRS-RECOLTE	:	Catholic Relief Services- Revenue through Cotton Livelihoods, Trade, and Equity
DGPV	:	Direction Générale des Produits Végétaux
DQIFE/(Ex DICAF)	:	Direction de la Qualité, de l'Innovation, et de la Formation Entrepreneuriale / (Ex Direction des Innovations et du Conseil Agricoles et de la Formation Opérationnelle)
ECOWAS	:	Economic Community of West African States
FAO	:	Food and Agriculture Organization
FENABE/(Ex MoBioM)	:	Fédération Nationale des Producteurs de l'Agriculture Biologique et Equitable du Mali / (Ex Mouvement Biologique Malien)
FNZ	:	Fédération Nian Zwe
FtF	:	Feed the Future
FUPRO	:	Fédération des Unions de Producteurs
GAPs	:	Good Agricultural Practices
P-H	:	Post-Harvest
ICRA	:	International Center for development oriented Research in Agriculture
IER	:	Institut d'Economie Rurale
IFDC	:	International Fertilizer Development Center
INERA	:	Institut de l'Environnement et de Recherches Agricoles (National Institute of Environmental and Agricultural Research)
INRAB	:	Institut National des Recherches Agricoles du Bénin (National Agriculture Research Institute in Benin)
IRs	:	Intermediate Results
ITRAD	:	Institut Tchadien de Recherche Agronomique pour le Développement
LOA		Letter of Agreement

MOU	:	Memorandum of Understanding
NACs	:	National Advisory Committees
NGO	:	Non-Governmental Organization
NUTMON	:	Nutrient Monitoring (software)
OBEPAB	:	Organisation Béninoise pour la Promotion de l'Agriculture Biologique
OHVN	:	Office de la Haute Vallée du Niger
PMP	:	Performance Management/Monitoring Plan
PR-PICA	:	Programme Régional de Production Intégrée du Coton en Afrique (Regional Program for the Integrated African Cotton Production)
PRASAC	:	Pôle Régional de Recherche Appliquée au Développement des Systèmes Agricoles d'Afrique Centrale
PROPAC	:	Plate-forme Régionale des Organisations Paysannes d'Afrique Centrale
RCC	:	Regional Consultative Committee
RDCS	:	Regional Development Cooperation Strategy
ROPPA	:	Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest
SO	:	Strategic Objective
SOCOMA	:	Société Cotonnière du Gourma (Burkina)
SODECO	:	Société de pour le Développement du Coton
SOFITEX	:	Société Burkinabè des Fibres Textiles
SOW	:	Statement of Work
TOT	:	Training of Trainers
UCC	:	UEMOA Cotton Competitiveness
UEMOA / WAEMU	:	Union Economique Monétaire Ouest Africaine / West African Economic and Monetary Union
UGCPA/BM	:	Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun (Burkina)
UNPCB	:	Union Nationale des Producteurs de Coton du Burkina Faso
USAID	:	United States Agency for International Development
USAID/WA	:	United States Agency for International Development / West Africa
USAID/WA/REGO		United States Agency for International Development / West Africa/ Regional Economic Growth Office
WACIP	:	West Africa Cotton Improvement Program
WACPP	:	West African Cotton Partnership Project of Four Country Cotton Partnership (C4CP)
WTO	:	World Trade Organization

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It is important to recognize the WACPP, IFDC office in the host country, Burkina Faso. Thanks to UEMOA, ICRA, CORAF, SOCOMA, CILSS/AGIR, SAVANA, ROPPA, The Ministry of Agriculture, GREEN CROSS, and The Ministry of Commerce in Burkina Faso for taking time to share valuable information on WACPP achievements.

Thanks to the IFDC office, PR-PICA, UNPCB, and the INERA office in Bobo Dioulasso for spending time to explain the importance of rapid compost production and the state of policy regulation for fertilizers in the region. The ASSESS team would also like to thank the various farmer groups, FNZ, COPSA-C, the women's group in Ye and UGCPA who took time to interact with the team and participated in the group discussions.

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Lastly, the team thanks COTONTCHAD-SN, ITRAD and ANADER for their time spent in completing the questionnaires and the technical forms as well as the time devoted answering in questions remotely.

EXECUTIVE SUMMARY

Background

The West African Cotton Partnership Project (WACPP), also known as the Four Country Cotton Partnership (C4CP) project was designed to meet the challenges related to soil fertility depletion, and increasing production cost of cotton and rotational food crops (cereals and legumes); and to ensure that the food-cash crop system remains a large contributor to food security in Benin, Burkina Faso, Chad, and Mali. Specifically, the project seeks to sustainably increase agricultural productivity and economic and social benefits for women; and address issues of soil degradation, climate change and the overuse of pesticides in these targeted countries. The USAID/West Africa Regional Mission (USAID/WA) awarded the International Fertilizer Development Center (IFDC) a four-year (April 2, 2014 – March 31, 2018) Cooperative Agreement (C.A.), amounting to US$ 14.8 million (with initial funding level reduced to US$ 12.4 million in July 2017). IFDC, in turn, made sub-awards to the International Centre for Development Oriented Research in Agriculture (ICRA) and Cultural Practice (CP). The project worked through established regional institutions, national governments, non-governmental organizations, and private sector entities to identify or design, and disseminate gender-sensitive technologies; and to build capacity within the producers' associations and umbrella organizations.

Evaluation Purpose

The evaluation scope of work (SOW) set forth five questions around which the "Findings" and "Recommendations" sections are organized. They are:

1. What evidence is there of adoption of new/improved technologies?
2. To what extent and how has established partnerships translated into benefits for cotton producers and processors?
3. How effective has WACPP been in increasing women's participation in the cotton sector as producers and processors and why?
4. To what extent did the project strengthen the competitiveness of the West African cotton sector?
5. What were the positive or negative unintended effects of the program?

These five evaluation questions guided the final performance evaluation, which aimed to document the degree to which USAID/WACPP achieved its objectives, and assessed the performance of the project by determining if planned activities have led to set objectives and desired expected outcomes. It also seeks to document any successes, best practices, lessons learned and challenges the project encountered.

Evaluation Methodology

The USAID/West Africa Regional Economic Growth Office commissioned the Analytical Support Services and Evaluations for Sustainable Systems (ASSESS) project in October 2017 to conduct a final performance evaluation for WACPP. For the period of October 15 – December 5, 2017, the ASSESS evaluation team conducted the evaluation on the basis of (1) desk review of appropriate documents, (2) discussions with selected relevant stakeholders to design the most appropriate data collection tools, (3) stakeholder consultations in each of the project countries through direct interviews of representatives from 27 organizations, 6 focus group discussions, and remote interviews of representatives from 7 organizations; and (4) synthesis and reporting. One hundred and seventy one (171) respondents (of which 70 were women) participated in the evaluation survey through interviews and focus group discussions. Seven (7) respondents (of which 2 were women) were remotely consulted (see Table 2). A total of 40 organizations participated in the survey (see Table 3).

Findings
The achievement of the project is significant, given that it started late and had to also work with $ 2.4 million less than the initial amount planned by USAID/West Africa. In spite of these setbacks, the objectives relating to technology innovation and dissemination, their effects on production and productivity and increasing women's participation can be said to have been achieved.

Evidence of improved technologies and adoption
The project made significant contribution to sustainable agricultural approaches through the development and promotion of technology modules, with a subsequent adoption rate of between 78% and 89%. Despite the high adoption rate, and the reported increases in yield, the evaluation team did not find sufficient evidence to attribute this to the project. Consequently, the relationship between adoption of the WACPP technologies and agricultural productivity could not be determined.

The project developed and promoted fifty-six (56) technology modules, comprising thirty-nine (39) modules on Good Agricultural Practices (GAP) and seventeen (17) modules on post-harvest (PH) technology. Seven (7) of the modules on GAP are considered as gender-sensitive (see section 3.3 for further details). Producers and farmer groups, processors and post-harvest technology groups, research institutions, regional and national institutions were engaged in technology development, innovation and diffusion (Table 7). Because of the premature termination of funding to research institutions due to the shift in priority from national field activities to regional level activities, some of the technologies that were in the process of being developed were not completed.

The project trained 13,724 cotton producers (of which 10% were women) between 2015 and 2017 (see Annex 6). The general impression is that the people trained by the project are well-equipped and have a good understanding of good agricultural and post-harvest practices for cotton production. The project conducted training of trainers' workshops for seventy-nine (79) individuals including 15 women who were trained in GAP (see Annex 7). Technologies developed and promoted by WACPP were widely adopted by farmers. The rate of adoption, measured by the ratio of farmers using the technology relative to farmers aware of the technology, indicates a high adoption rate between 78% and 89% (Table 8). The key element of success for the high adoption of the technologies was the fact that the project involved the producers and the processors in the development of the technologies, which ensured the technologies, suit the needs of the producers. Producers also received adequate training on the technologies to enhance adoption.

Data from the interviews and FGDs shows that, training and the use of demonstration plots facilitated learning and transfer of technology. The women participants in the FGDs indicated they observed a difference in productivity between the GAPs demonstration plots and their normal plots which encouraged them to apply the WACPP promoted technologies. All producers including women interviewed confirmed they experienced increased yields even with lower input use due to the adoption of the technologies promoted by WACPP. In some cases, women reported increases in yields of up to 50% for cotton, soybeans and sesame. However, due to the lack of data on yields for project-supported producers this could not be confirmed. Using data from the National Cotton Council of America, the evaluation team observed improvements in cotton yields and production in Mali, Benin and Burkina Faso, but an observed downward trend in yields and production for the same period in Chad (see Annex 13). This generally shows the trend of production for the project countries but cannot be attributed to project activities because production and yields are affected by many other factors in the specific countries.

Some factors affected the relationship between adoption and productivity. One of such factors is the declining price of cotton on the world market. Some researchers have studied the sectoral implications of commodity price shocks on productivity and indicated that downward trend in commodity prices affects agricultural productivity growth, among other things. Various measures of agricultural productivity growth

show some consistent patterns in terms of secular shifts that mirror the corresponding patterns in relative prices (Alston *et. al.,* 2008). Generally, the global cotton market experienced price swings with an overall declining price trend. World cotton price remains under pressure due to high stock levels and strong competition from synthetic fibers. The increase in global supplies in response to rising prices of cotton in combination with subsidies in developed countries, prompted cotton prices to fall (FAO, 2018). Whenever world prices were low, famers switched from producing cotton to cereal or leguminous crops. Other factors that affected technology adoption included insufficient land available to women and the shortage of inputs such as labor and small tools. However, in Burkina Faso, the marketing programs initiated by the government facilitated the use of GAP, especially in the case where marketing agencies guaranteed the purchase of organic cotton. During the FGDs women revealed that the profit margins realized from organic cotton were higher than what was realized for conventional cotton because input costs for organic cotton was lower than conventional cotton.

Evidence of how partnerships translated into benefits for cotton producers and processors

The project established 46 partnerships with the right mix of partners, composed of regional and national actors and stakeholders (see Figure 8). The partners had different capabilities and supported the attainment of the intermediate results (IR1, IR2, and IR3) of the project. The partners were diverse, with different organizations supporting different project objectives. Generally, the partners supported research and the dissemination of technologies as a means to increase the productivity and competitiveness of the cotton sector, and ultimately ensure economic and social benefits of cotton producing households. The partners also supported coordination efforts and participated in the project advisory boards. The partners supported diverse groups including: (1) private sector groups handling marketing and input distribution; (2) research institutions working with technology innovation and dissemination; (3) regional bodies working with farmer and post-harvest handling organizations; (4) NGOs involved in technology diffusion and gender issues; and (5) producer groups and implementing partners working with project planning and implementation. However, some of the partners cited some challenges that affected their involvement in the project. In particular, the low levels of funding, delays in funds disbursement and termination of funding in 2017 were cited as some of the reasons that hampered the completion of planned activities.

Evidence of increasing women's participation in the cotton sector

WACPP was successful in increasing women's participation in the cotton sector, as evidenced by the increased membership in producer associations and umbrella organizations since 2015. Factors that contributed to the increased participation include the opportunity the project offered in terms of capacity building, promotion of women-centered approaches, socialization and networking, information sharing, availability of gender-sensitive training modules, increased revenues, cultivation of rotational crops, change of men's attitudes, etc. The project included women in its conceptualization, planning and execution phases and the development of technologies. This ensured that the project had a strong gender sensitive orientation. The training received and the documents provided supported the participation of women (see Table 11). The project trained women using seven gender- sensitive training modules that were developed. Women were appreciative of the training they received in production, food processing and preservation technologies but cited the lack of resources to acquire equipment as a significant constraint. Women interviewed during the evaluation indicated that their participation in the project has enhanced their acquisition of land and increased farm revenues used for investment, children's education and food consumption.

Strengthening the competitiveness of the West African cotton sector

Data available were not sufficient to answer the question: to what extent did the project strengthen the competitiveness of the West African cotton sector? The effects of the project on competitiveness in such a limited time are impossible to evaluate. Notwithstanding, using data from the National Cotton Council of America, the evaluation team observed slight improvements in cotton export for Benin, Burkina Faso

and Mali from 2014 to 2017, but observed a downward trend in production for the same period in Chad (see Annex 13). According to FAO (2016) export growth in both Mali and Benin exceeds 1.7% per annum (see section 3.4), though the sector continues to be challenged by infrastructural constraints; in particular, in landlocked countries, where the time required to clear land borders creates bottlenecks that delay shipments. The value generated by cotton exports could therefore increase if such challenges can be overcome.

Positive or negative unintended effects of the program

The project made remarkable strides in encouraging the adoption of safer chemical handling practices. The project ensured that, in every country there was a group responsible for monitoring the use and distribution of chemicals. One of the most important achievements of the project was awareness creation on pesticide poisoning and its adverse effects on both human health and the environment, as a way to convince producers to adopt integrated pest management (IPM) and reduce pesticide use. Modules on the topic were an integral part of the training. This was remarkable since cotton production in the project countries is associated with significant use of chemicals to control pests. Unfortunately, the intensification of cotton production in some areas resulted in the use and accumulation of toxic chemicals hazardous to humans and the environment. While it was not possible to quantify, it is certain that the reduced use of pesticides achieved through the project has had a beneficial effect on the natural environment.

Project performance reporting and management

Though the achievement of the project is remarkable, the evaluation team identified some project performance reporting and management issues. Documentary evidence from WACPP reports and the performance monitoring plan shows that:

- The project does not report on performance and progress at the overall project goal level using outcome indicators. Outcome level indicators are important for measuring the degree of success in realizing the ultimate objective. The lower outcome level indicator, such as "number of farmers and others who have applied new technologies or management practices as a result of USG assistance" was dropped by the project in consultation with USAID.
- The project did not establish baseline values for performance indicators. This is inconsistent with USAID requirements. USAID requires projects to report baseline values for performance indicators. Baseline data help managers determine progress in achieving outputs and outcomes and to identify the extent to which change has happened at each level of result (see Annex 6 - Performance Indicator Table).
- The project included or dropped indicators by setting or not setting out-year targets (see Annex 6 & 12, for details on dropped indicators).
- The project did not establish sex-disaggregation of targets for population-related indicators (see Annex 6). Specifically, "Number of individuals who have received USG supported short-term agricultural sector productivity or food security training", and "number of people using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance". USAID places a high priority on the disaggregation of performance data by sex for all performance indicators. This should also be done for targets to meet USAID's requirements. Targets help managers understand, in specific terms, what will be delivered as a result of development interventions.
- For two indicators; "number of advocacy/sensitization material and policy briefs produced to create an enabling environment to improve food security as a result of USG assistance", and

"number of organizations receiving modules/materials developed as a result of USG assistance"; WACPP had two different targets set for each indicator in 2017. Targets set in the updated 2017 Performance Monitoring Plan (PMP) are different from those in the 2017 annual report. USAID annual reporting guidance requires sticking to the targets set for the year under review, whereas the out-year targets can be revised.

For project management, the evaluation team observed that the premature termination of funding to partner institutions in July 2017 due to the shift in priority from national field activities to regional level activities adversely affected partners' field operations, financial engagements and resource allocation. Again, the changes in Chief of Party (six in total) caused significant delays in project implementation.

Recommendations

Given that the project is ending in March 2018, the evaluation team made recommendations for the post-project period.

1. USAID should promote a regional platform with the objective to develop a strategic plan for encouraging regional collaboration to enhance production, productivity and competitiveness of West Africa's cotton sector. The platform should build on the achievements of WACIP and WACPP and continue to work with project partners and other collaborators. This platform should be developed with the West African Economic and Monetary Union (UEMOA), which participated in the previous projects and is already addressing similar aims at the regional level. UEMOA should continue its activities with previous partners of the C4-CP project.
2. Development partners, governments and civil society organizations should support advocacy and capacity-building programs for women to participate at all levels of operation and functioning of public and private ventures in the cotton value chain. Again, women should be empowered to access credit to enhance their abilities to adopt new and improved technologies.
3. Development partners and governments supporting the cotton sector should incorporate risk management in project planning to minimize external shocks such as global price fluctuations and market failure, to ensure project sustainability.
4. Development partners and governments should address issues of infrastructural constraints, and trade bottlenecks that affect the export competitiveness of the countries.
5. Development partners and governments should allocate resources for on-going research into less toxic substitutes for pesticides and other chemicals to reduce negative environmental and health effects associated with the use of synthetic chemicals in cotton production. Again, they should promote an Integrated Landscape Management approach in the production of cotton in West Africa.
6. Donors should ensure that reduction in funding and shifts in project priorities are well analyzed as a risk management measure to avoid negative effects. The decision to reduce funding and shift priorities from field base activities to regional level activities predictably had consequences on project operations, particularly a drastic reduction in the planned level of farmer training in the last two years of the project. In the future, USAID should ensure that implementing partners select sub-awardees that have the ability to leverage funding as a risk management tool in case of project stoppage. Again, implementing partners should create and promote an integrated funding source for collaborative activities among donor-supported projects.
7. For future programs, USAID should ensure changes to project leadership are minimized. The consistent changes in Chief of Party predictably had consequences on project operations. The key challenge in addressing this project risk is to create and identify strategies, programs, and opportunities that build on how, when, and why leaders change unexpectedly and link these

changes to strategies for transitioning team members in order to ensure continued project success.

8. USAID should encourage projects to report on performance and progress using outcome indicators at the goal level along with established baseline data and performance targets for Goal. USAID AOR/CORs should ensure that projects have established baseline values for all performance indicators. They should also ensure targets set by projects for the year under review are maintained. Again, they should ensure projects document the rationale for dropping or changing indicators because as this could have implications for targets set in the Regional Development Cooperation Strategy (RDCS). It can also help future staff working on the monitoring and evaluation of the project. Changes in the PMP should be well documented. USAID should ensure projects have sex-disaggregated performance targets for population-related indicators.

I. INTRODUCTION AND BACKGROUND

USAID/West Africa (USAID/WA) awarded to the International Fertilizer Development Center (IFDC) a four-year (April 2, 2014 – March 31, 2018) Cooperative Agreement (CA) for the implementation of the USAID West Africa Cotton Partnership Project (WACPP) also known as the Cotton Partnership Project (C4CP) in the following four countries: Benin, Burkina Faso, Chad, and Mali (IFDC, 2014; USAID, 2015). WACPP was created by the U.S. government to support the West African cotton sector after the 2003 Cancun Ministerial Meetings of the World Trade Organization (WTO) where four African countries denounced US government subsidies to its cotton producers and its trade distorting consequences (USAID, 2014a). The project started as a $14.8 million project but in July 2017 this amount was reduced to $12.4 million.

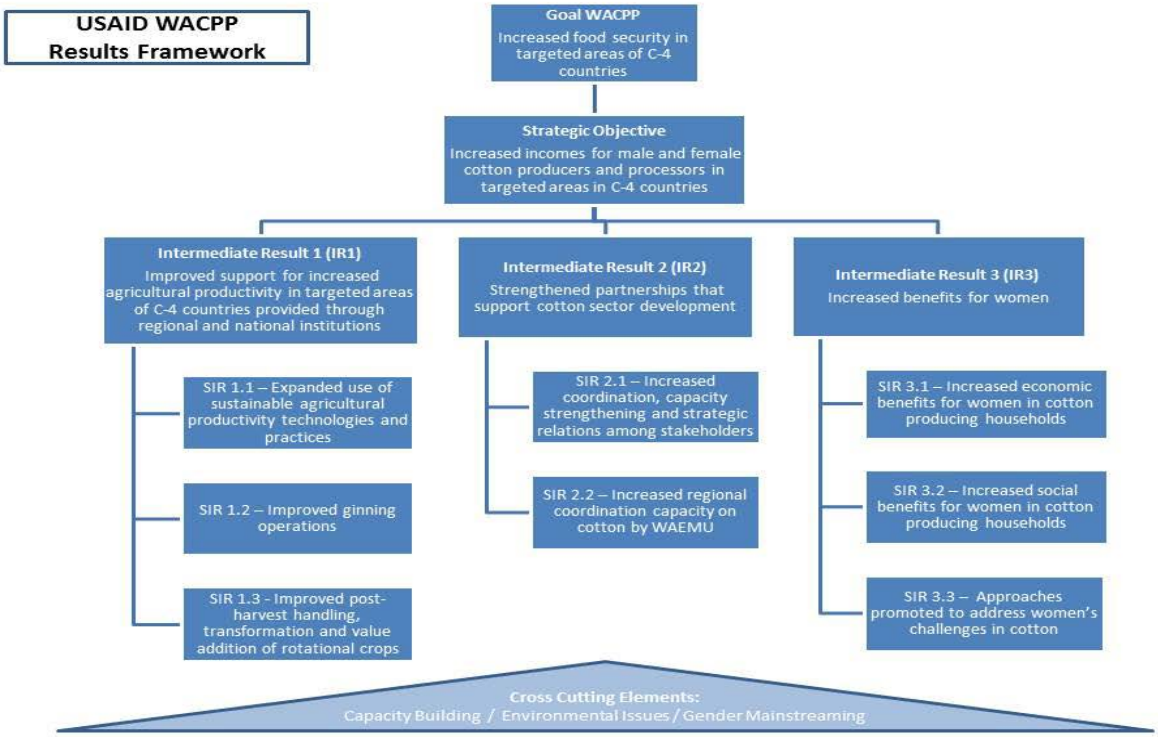

Figure 1: WACPP Results Framework

The project's overall goal is to contribute to "Increased food security in targeted areas of C-4 countries (Figure 1)." The project's Intermediate Results (IRs) are:

- IR-1: Support for increased agricultural productivity is promoted through regional and national actors and stakeholders.
- IR-2: Partnerships that support cotton sector development are strengthened.

IR-3: Enabling environment for the economic and social empowerment of women producers and processors is promoted.

Under IR1, IR2, and IR3 there are six lower-level results, relating to use of good agricultural practices (GAP) and post- harvest (PH) technologies, promotion of improved ginning operations and productivity, improvement of interrelations among stakeholders, integration of gender dimension in policies, laws, and participation of women in the cotton sector. Additionally, there are crosscutting elements, including knowledge management, brokering, and policy dialogue.

The Project is in line with USAID/WA's Regional Development Cooperation Strategy (RDCS), and its Feed the Future (FtF) Multi-year Strategy by contributing to the achievement of RDCS Development Objective 2: *Broad-based Economic Growth & Resilience advanced through West African partners.* It also supports the RDCS Intermediate Result (IR) 2.1, *Regional Integration Increased*, and IR2, *Sustainable Agricultural Productivity Improved.* Within the context of FtF, the U.S. Government's Global Hunger and Food Security initiative (USAID, 2017), WACPP supports USAID/WA's pursuit of Increased Food Security in West Africa by contributing to its IR 1: *Improved Sustainable Agricultural Productivity*, and its IR 3, *Increased Capacity of Regional Agricultural Sector Actors*. (SOW, Annex1)

The project capitalizes on previous investments made in the West African cotton sector from 2006-2013 through the West Africa Cotton Improvement Program (USAID WACIP), which was also implemented by the International Fertilizer Development Center (IFDC) with the assistance of Cultural Practice (CP) and the International Center for development oriented Research in Agriculture (ICRA (USAID, 2014b)).

WACPP is being implemented in partnership with the West Africa Economic and Monetary Union (UEMOA) Cotton Competitiveness (UCC) activity also funded by USAID which aims to build a more competitive and productive cotton sector in West Africa (IFDC, 2014). WACPP was intended to foster dialogue with regional and national partners in an effort to enhance the competitiveness of cotton. WACPP would extend opportunities for a broad range of stakeholders to provide their input, expertise and support to the cotton sector in their priority areas. The process would include collaboration with organizations such as UEMOA, ECOWAS, CILSS, and CORAF on a regional level; and the National Advisory Committees (NACs), extension services, National Agriculture Research Institutes, apex organizations, NGOs, inter-professional organizations and farmer and trade associations on a national level. Other main stakeholders include producers, agro-input dealers, agricultural enterprises, private sector actors involved in fertilizer production, distribution and blending, research institutions, government and regulatory bodies responsible for creating and maintaining an enabling environment for a dynamic fertilizer sector.

The WACPP final program description dated November 22, 2013, and the FY 2014, FY 2015, FY 2016, and FY 2017 work plans, performance reports, and performance monitoring plan (PMP), among other documents, state the results that WACPP aims to achieve. To report on implementation progress the WACPP management unit prepared annual work plans, performance reports, project performance and monitoring plans (PMPs), and periodical activity reports among other documents, that all list the indicators selected to track progress. The FY 2017 PMP lists 20 indicators: 4 standard indicators and 16 custom indicators; 8 outcome-level indicators and 12 output-level indicators; and 2 of the standard indicators are outcome-level indicators. Table annex 6 shows the distribution of the 20 indicators according to the IR and whether they are standard or custom indicators informing of outcomes or outputs achieved.

2. EVALUATION PURPOSE, QUESTIONS AND METHODS

2.1. Evaluation Purpose and Scope

The USAID West Africa Agriculture Team commissioned the Analytical Support Services and Evaluations for Sustainable Systems (ASSESS) in October 2017 to carry out the final performance evaluation of WACPP. The purpose of this evaluation is to assess WACPP's performance to determine if planned activities accomplished activity objectives and led to desired outcomes. The objectives of the final performance evaluation of WACPP as set forth in the evaluation statement of work (SOW) (Annex 1) are:

1. Document and validate WACPP accomplishments.
2. Conduct a review of key performance indicators at baseline, mid-line and final to assess changes in indicators and determine how successful WACPP has been in meeting its planned targets.
3. Determine the effectiveness and efficiency of the strategies used to meet activity objectives and document any lessons learned, best practices and challenges to inform future programming.
4. Document any successes, best practices, lessons learned and challenges the activity encountered.
5. Identify any internal and external factors that affected the implementation of the activity to date.
6. Propose any recommendations based on the findings that would help guide future programming in the areas of cotton, gender and food security in West Africa.

2.2. Evaluation Questions

The performance evaluation sought to answer five (5) evaluation questions that guided this study. These questions are in line with the two primary purposes of evaluations as required by USAID. The agency demands that all project evaluations serve two primary purposes: (1) accountability to stakeholders and (2) learning to improve effectiveness. Accountability involves measuring project effectiveness, relevance and efficiency. Together these reflect the standard Evaluation Criteria every performance evaluation seeks to address: Relevance, Effectiveness, Efficiency, Sustainability and Lessons Learned.

In this evaluation, the relevance criterion was not assessed because there was no evaluation question that sought to understand if: 1) the program objectives were still valid; and/or 2) the activities and outputs were consistent with the overall attainment of the program objectives. Likewise, the efficiency criterion was not assessed because there was no evaluation question that sought to understand if: 1) Activities were cost-efficient; 2) Objectives were on time; and/or 3) The project was implemented in the most efficient way compared to alternatives. Hence, the evaluation criteria considered included: Effectiveness and sustainability. The five Evaluation Questions in the SOW have been mapped to these two standard evaluation criteria in Table 1 below:

Table 1: Mapping of Evaluation Questions to Evaluation Criteria

Evaluation Criteria	Question
Sustainability	**Question 1:** What evidence is there of adoption of new/improved technologies, as per IR 1? a. What evidence is there that the adoption of new technologies has led to increased agricultural productivity? b. What are the factors (positive and negative) affecting the relationship between the adoption of technologies and agricultural productivity?
Effectiveness	**Question 2:** To what extent and how has established partnerships translated into benefits for cotton producers and processors? a. To what extent has the activity leveraged the right group of partners and networks in the region? b. What are the opportunities and constraints for these partnerships to have tangible benefits to project clients and stakeholders and why?
	Question 3: How effective[1] has WACPP been in increasing women's participation in the cotton sector as producers and processors and why?
	Question 4: To what extent did the project strengthen the competitiveness of the West African cotton sector? a. What were the favorable/limiting factors?
	Question 5: What were the positive or negative unintended effects of the program?

2.3 Evaluation Team

The evaluation team comprises:

- ***Dr. Curtis Jolly,*** Team Leader, is an Agricultural Economist and a Performance Evaluation Expert with many years of evaluation experience across the globe and especially in West Africa.
- ***Mr. Sounka Ndiaye***, Deputy Team Leader, is an Evaluation Specialist who guided the team in the correct application of the selected methodology and provided technical input for developing and finalizing data collection tools for the evaluation.
- ***Mr. Boureima Sanon***, team member, is an Agricultural Economist and Cotton Specialist with 14 years of experience in coordinating programs and portfolios for agricultural promotion and the private sector throughout West Africa.
- The ASSESS COP, **Dr. *Abdourahmane BA***, was responsible for overall technical coordination and supervision of the inception and field work phases, as well as communication among the key stakeholders including the USAID/WA, RAO, IFDC and government representatives in the beneficiary countries.
- The M&E Specialist, **Ms. *Barbara Arthur***, provided technical assistance with respect to the development and administration of evaluation data collection tools and analysis techniques.
- ***Mr. Nana Fredua-Agyeman***, Activity Manager-Evaluation Specialist, coordinated and facilitated field visits by scheduling appointments with the stakeholders to be reached for information, interviews, brainstorming sessions and workshops.

[1] See definition of effectiveness.

2.4 Methods for Data Collection and Analyses

Evaluation Design and Method

The evaluation team engaged with USAID and other relevant stakeholders to establish the best methodology for the study including the design of the data collection tools. The evaluation team used a mixed-method approach consisting of both qualitative and quantitative data collection and analysis. Data from program documents were analyzed and triangulated with data from interviews and focus group discussions with sampled project stakeholders. This included project staff, project partner institutions, farmer groups and other organizations associated with the project in Burkina Faso, Benin, Mali and Chad.

Sampling

A list of relevant stakeholders per country, including the names of organizations, and contact persons provided by USAID and IFDC was used in the selection framework. In this respect, the evaluation team mapped the roles and services of the stakeholders using the list of 46 organizations with which IFDC has signed MOUs, LOAs, and contracts. The sample also included representatives from all categories of stakeholders in each of the C-4 countries. Key stakeholders and partners were selected based on their knowledge of and/or influence on WACPP implementation.

The stakeholders selected purposively for interview, discussion, or remote consultation included the following organizations:

1. Eleven (11) organizations with at least one representative in the FY2015 Training of Trainers (TOT): Association Nationale des Femmes Agricultrices du Bénin (ANaF), Fédération des Unions de Producteurs (FUPRO), Coopérative de Prestations de Services Agricoles – Coobsa (COPSA-C), Fédération Nian Zwe (FNZ), Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun (UGCPA-BM), Société Cotonnière du Gourma (SOCOMA), COTONTCHAD-SN, Compagnie Malienne pour le Développement des Textiles (CMDT), Direction de la Qualité, de l'Innovation, et de la Formation Entrepreneuriale / Direction des Innovations et du Conseil Agricoles et de la Formation Opérationnelle (DQIFE (ex- DICAF)), Agence Nationale de Développement Rural / Office National du Développement Rural (ANADER (ex-ONDR)), and Office de la Haute Vallée du Niger (OHVN).
2. All 18 activity implementing partners selected to receive sub-grants for the 2015-2016 agricultural season. The aforementioned 11 organizations in addition to OBEPAB, INRAB, UNPCB, INERA, ITRAD, FENABE (ex-MoBioM), and IER.
3. Other organizations active in the Cotton sector: DGPV in Burkina, Catholic Relief Services-Revenue through Cotton Livelihoods, Trade, and Equity (CRS/RECOLTE), GREEN CROSS, SAVANA, UEMOA, Ministry of Trade of Burkina Faso, Programme Régional de Protection Intégrée du Cotonnier en Afrique (Regional Program for the Integrated African Cotton Production) (PR-PICA), ROPPA (Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest), (AGIR,) African Cotton Association (Association Cotonnière Africaine) (ACA), Coton et Industrie du Monde Expertise et Service – Afrique (COTIMES Afrique), Association des Producteurs de Coton Africains (AproCA), CILSS Institut du Sahel (CILSS/INSAH, three producers' associations, and IFDC offices in Benin, Burkina Faso, and Mali.
4. Additionally, the evaluators sent data collection tools to, called or visited representatives from CORAF, ECOWAS, CP, ICRA, Société de Développement Cotonnier (SODECO), and IGNITIA.

Research Instruments

Based on the evaluation questions and the categories of organizations, the evaluation team developed and applied four different data collection tools (see Annex 4). The public and private sector responded to the same data collection tool. Regional institutions, research institutions, and NGOs also responded to the same tool. The producers and producer associations responded to a different data collection tool, as did the core implementing partners (IFDC, CP, and ICRA).

Data Collection

Pre-Fieldwork: The evaluation team reviewed WACPP documents shared by USAID and IFDC. The team also consulted additional documents relevant to the evaluation (Annex 5). The documents provided valuable information on substantive program issues that enhanced the team's understanding and appreciation of the evaluation questions and the tools and methods appropriate for generating findings. In addition to reviewing the project's documents, the evaluation team reviewed scientific articles and publications on the cotton sector in developing countries and Sub-Saharan Africa. This facilitated the provision of scientific responses to the evaluation questions (Annex 5). The evaluation team designed a checklist to maximize the outcomes of the review of the existing data sources, including the documents provided by USAID/WA Agriculture Team and IFDC as well as other scientific articles and publications relevant to the evaluation (Annex 4).

Fieldwork: The evaluation team visited Burkina Faso, Benin, and Mali. Unfortunately, it was not possible for the team to visit Chad, however, they engaged the relevant stakeholders remotely. Qualitative research approaches, including in-depth interviews (IDIs) and focus group discussions (FGDs) were used to elicit information. The evaluation team also utilized other data collection methods such as key informant interviews, observation and inventories. Key informant interviews helped investigate evaluation issues and develop a better understanding of attitudes and opinions. Additionally, they helped triangulate information generated from the document review. Open-ended questionnaires were designed to allow respondents to provide complete and detailed responses. A total of 171 respondents (of which 70 were women) participated in the evaluation through interviews and focus group discussions. Seven respondents (of which two were women) were remotely consulted (see Table 2). A total of 40 organizations also participated in the evaluation (see Table 3). The evaluation team held six focus group discussions: four in Burkina Faso, one in Benin, and one in Mali (see Annex 15a). The group discussions helped gather in-depth information from 60-targeted female and 44-targeted male stakeholders. It also helped to develop a better understanding of respondents' attitudes and opinions. Focus group discussions guides were designed to elicit answers that complemented/supplemented information generated through document review and key informant interview. Because of the large number of stakeholders in Burkina Faso, the evaluation team was divided into two sub-teams to undertake data collection. All team members mastered the data collection tools to ensure that data collected by sub-teams were comparable and of good quality. The need to assess the gender dimensions of the program led to the organization of women-only focus group discussions.


Focus Group Discussion with producers

Figure 2 presents a distribution of sampled partner institutions by category and country. The categories of organizations included public sector institutions, research institutes, NGOs, cotton companies (private sector), farmer-based organizations, and regional institutions or organizations with a regional mandate. The sampling also included financial service providers in the cotton sector, as well as. The evaluation team

organized working sessions in each of the countries visited. The working sessions afforded the team the opportunity to progressively summarize the data gathered through the interactions with the different stakeholders. In the case of the data gathered from remote consultations, the working sessions were held in Ghana to analyze and organize findings. The team had debriefing sessions with IFDC and USAID separately. The meeting with IFDC was organized after country visits in Burkina Faso, Mali and Benin to provide the opportunity for verifying and validating information gathered through interactions with the program stakeholders in the different countries. The team provided emerging findings and recommendations at the debriefing meeting with USAID.

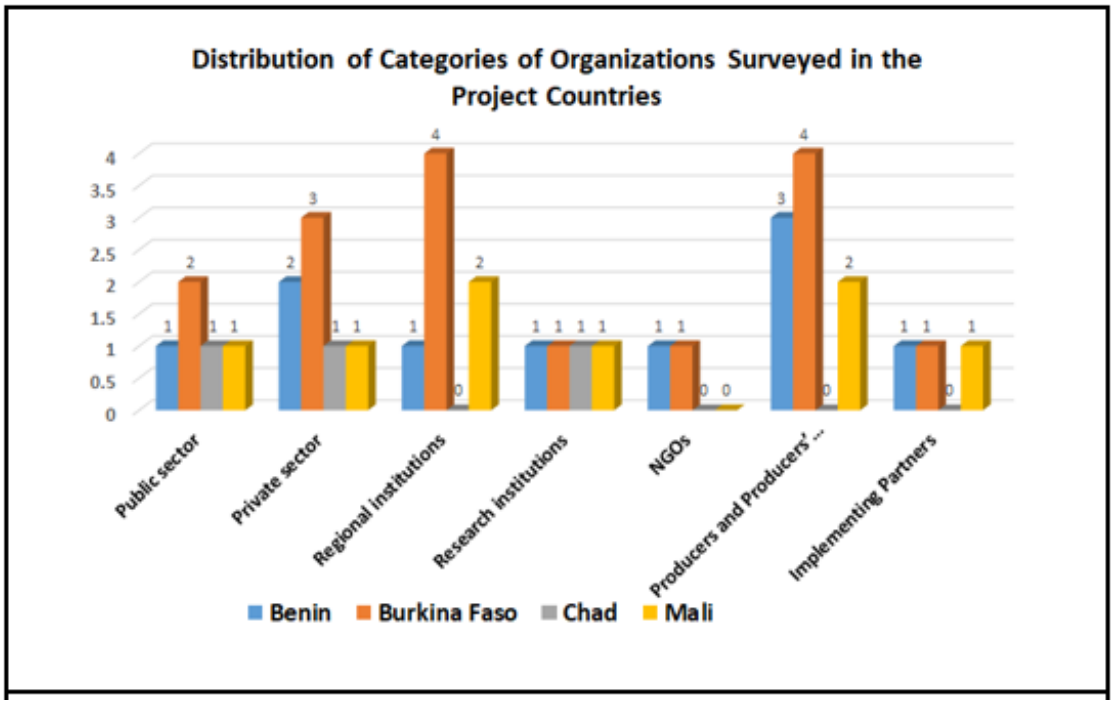

Figure 2: A Distribution of Sampled Partner Institutions by Category
(Source: ASSESS evaluation team)

Table 2: Number of People Surveyed by Country Disaggregated by Gender

Countries	Participants in direct interviews			Participants in group discussions			Total participants		Remote consultations			
									Number of organizations	Participants		
	Male	Female	Total	Male	Female	Total	Total	Female		Male	Female	Total
Benin	18	4	22	1	17	18	40	21	0	0	0	0
Burkina Faso	24	3	27	37	36	73	100	39	0	0	0	0
Chad	0	0	0	0	0	0	0	0	3	2	1	3
Mali	15	3	18	6	7	13	31	10	1	1	0	1
Other countries	0	0	0	0	0	0	0	0	3	2	1	3
Total	**57**	**10**	**67**	**44**	**60**	**104**	**171**	**70**	**7**	**5**	**2**	**7**

Source: ASSESS Evaluation Team

Table 3: Overview of the Interview Program

Organizations	Benin	Burkina Faso	Chad	Mali	Others	All
Public sector	DQIFE	SP/SFCL DGPV	ANADER	OHVN		**5**
Private sector	COTIMES-AFRIQUE SODECO	SAVANA SOCOMA COPSA-C	COTONTCHAD	CMDT		**7**
Regional institutions	ACA	UEMOA CILSS/AGIR ROPPA PR-PICA		AProCA INSAH	CORAF	**8**
Research institutions	CRA-CF/INRAB	INERA	ITRAD	IER		**4**
NGOs	OBEPAB	GREEN CROSS				**2**
Producers and Producers' Associations	FUPRO ANaF GF Kalofé d'Attinkpayé	UNPCB FNZ Sababougnouma de YE UGCPA/BM		FENABE CPCB de Mafélé		**9**
Implementing Partners	IFDC/WACPP	IFDC/WACPP		IFDC/WACPP	Cultural Practice ICRA	**5**
Total	**10**	**16**	**3**	**8**	**3**	**40**

Source: ASSESS Evaluation Team

Data Analysis

To analyze the data gathered and to minimize interviewer bias, the evaluators used analytically rigorous and appropriate techniques, including content analysis, and dummy tables for categorizing, arranging, and summarizing qualitative and numeric data captured in the synthesis tools or derived from the documentation review. The Evaluation Matrix (see Annex 3) provides the range of data analyses methods employed. The overall response rate reached through direct interview, focus group discussions or remote consultation was 93% (Table 4). Data were disaggregated by country, type of stakeholder, and gender, where applicable (Table 3). Most importantly, the analysis was consolidated regionally to better understand and evaluate the value addition and outcome of the project. Data generated from the various sources were triangulated and categorized into evaluation objectives and questions. Data triangulation helped to ensure that specific data analysis at country and stakeholder levels was done progressively so as to better prepare the findings and recommendations as appropriate to the evaluation questions. Furthermore, using content analysis, the evaluators summarized what was seen or heard in terms of words, sentences, themes, or patterns. This helped to record perceptions of the WACPP at all levels and to develop a general framework for analyzing the data. Isolated perspectives (responses which did not fall under any category) were highlighted to increase the richness and broadness of the evaluation results. For instance, women's access to land was a general concern, except in Mafélé (Mali) where respondents reported that access to land was not an issue. Data collected using the synthesis tools and derived from the WACPP PMP were analyzed using percentages and/or by comparing most recent performance with baseline, targets, and performance in prior time periods.

Table 4: Organizations Contacted and Response Rates

Type of Organization	Benin	Burkina Faso	Chad	Mali	Others	Contacted	Response	Response rate %
Public sector	1	2	1	1		5	5	90
Private sector	2	3	1	1		7	7	100
Regional institutions	1	4		2	1	9	8	89
Research institutions	1	1	1	1		4	4	100
NGOs	1	2				5	3	60
Producers and Producers' Associations	3	4		2		9	9	100

Source: ASSESS Evaluation Team

2.5 Limitations of Methods

Each approach used in this evaluation has its strengths and limitations. The evaluation team used personal interview techniques and tools to limit to the maximum extent possible biases linked to the approaches' weaknesses. Table 5 below gives a list of strengths and limitations of each approach.

Possible limitations to the data collection methods include, but are not limited to:

1. Lack of data, including baseline data.
2. Potential selection bias as a result of purposive sampling
3. Possible loss of meaning and data richness because of the use of translators when conducting focus groups
4. Silent participants in focus group discussions and/or peer influence
5. Respondents' and evaluators' individual biases
6. Note taking in English while the interviews were in French or local languages may lead to misinterpretation

Mitigation measures taken to minimize the limitations included, but not limited to:

1. Triangulation helped to complement quantitative with qualitative data, to cross-check and provide background to raw data with secondary information.
2. To mitigate potential selection bias, the evaluators ensured heterogeneity in the sample by including representatives from all categories of stakeholders in each of the C-4 countries. Key stakeholders and partners (public sector, cotton companies, other private sector, research institutes, regional institutions, NGOs, producers' organizations, and implementers) were selected based on their knowledge of and/or influence on WACPP implementation.
3. Mutual understanding of the data collection tools before field work began.
4. Designing the tools in such a way as to avoid leading questions.
5. Reviewing the interview techniques and the proper use of the data collection tools so as not to influence responses.
6. Taking detailed notes of the discussions and interviews.
7. Making all possible efforts to have focus group participants who had a say and were not shy of people.
8. Giving opportunity to all participants in focus group discussions.
9. Careful and repeated clarification of the purpose of the meeting and the role of the evaluators vis-à-vis WACPP and USAID helped minimize the risk of raising expectations.

Table 5: List of Strengths and Limitations of Methods and Approaches

Methods	Strengths	Limitations
Desk study	• Provide valuable information on substantive issues and generate a list of questions including key stakeholders that can be used in other methods. • Help to focus efforts and prioritize issues and gaps	• Time consuming • Depends on resource availability • Lack of consistent data collection • Limited quality performance data
Consultations	• Provide valuable information on substantive issues and generate a list of questions including key stakeholders that can be used in other methods. • Provide greater depth and insights and general surveys	• Depends on availability of key stakeholders • Quality/reliability of data
Individual interviews	• Potentially data rich, detailed answers	• Might need to interview through translators (possible loss of meaning and data richness) • Might have informants' bias • Might be difficult to generalize unless interviewing large and diverse numbers of key informants.
Focus group discussion	• Can generate a range of ideas and responses. • Can include a greater number of participants in less time and result in rich discussion.	• Might need to conduct discussion through translators (possible loss of meaning and data richness) • Some respondents may dominate in answering, Informant bias • Consultations, interviews and FGDs are also potentially subject to selection bias

3. FINDINGS AND RECOMMENDATIONS

3.1. WACPP's Results and Performance to Date

3.1.1 Findings on Project Achievements

The results based on the reports from IFDC show mixed attainment of the project objectives (Annex 6). With respect to promoting increased agricultural productivity through regional and national actors and stakeholders, the results were partially achieved for 2015-2016, and mixed for 2016-2017, with some achieved and some un-measurable objectives. On partnership strengthening to support cotton sector development, the indicator results show that the objectives were achieved for 2015-2016, but only partially achieved for 2016-2017. With respect to promoting an enabling environment for the economic and social empowerment of women producers and processors, the indicator results show that this objective was achieved for the 2015-2016 period, while that of 2016-2017 was partially achieved. The reason some indicators were un-measurable was because data for 2017 was not yet completely recovered from the field at the time of the evaluation.

The WACPP developed 20 indicators (see Annex 6) to assess the results and progress of the intervention. Progress is assessed against the 20 indicators in Table 6 and Annex 6, which shows that:

1. The FY 2017 targets were met or exceeded for nine indicators: 2 (IR 1), 4 (IR 2), and 3 (IR 3).
2. Achievements for five indicators fell slightly below the FY 2017 targets and the deviations (within the +/- 10% interval) did not need any explanation. The 5 indicators include:
    a. One indicator measuring IR 1 (organizations and associations applying improved technologies or management practices);
    b. Two indicators measuring IR 2 (institutions and organizations attending regional events, and requested trainings or solicited support); and
    c. Two indicators measuring IR 3 (use gender-responsive modules and functional community practices).
3. The FY 2017 targets were not met for the remaining six indicators and the deviations needed explanations. The 6 indicators include:
    a. Three indicators measuring IR 1 ("Number of best practices to support increased agricultural productivity for which action plans were elaborated for dissemination" [target=9 vs. actual=6], "Number of individuals who have received USG-supported short-term agricultural sector productivity and food security training" [target=13654 vs. actual=11672], and "Number of methods/channels used by the project or its partners for modules / technologies / package dissemination" [target=73 vs. actual=38]); and
    b. 3 indicators measuring IR 2 ("Number of advocacy / sensitization material and policy briefs produced to create an enabling environment to improve food security" [target=7 vs. actual=2], "Number of organizations receiving modules / materials developed" [target=234 vs. actual=201], and "Number of institutions trained by regional partners as part of the scaling up of project achievements" [target=200 vs. actual=10]).

4. When FY 2017 actual indicator data are compared with FY 2015 actual data (available for 10 indicators), and FY 2016 actual data (available for 17 indicators), it appeared that there was an upward trend from FY2015 to FY2017 under IRs 1, 2, and 3

Table 6: Distribution of the FY 2017-Selected Indicators According to Type and Tracked Result

Intermediate Results	Standard Indicators		Custom Indicators		All Indicators
	Outcome Level	Output Level	Outcome Level	Output Level	
Intermediate Result (IR) 1	2	1	1	2	6
Intermediate Result (IR) 2	0	1	3	5	9
Intermediate Result (IR) 3	0	0	2	3	5
All Results	2	2	6	10	20

Program document review and feedback from respondents support the evaluators' view that overall the project's results and performance can be rated as successful. Respondents reported that revenues have increased, capacity has been built within producer associations, communication flows / channels for researchers have improved, gender value chain analyses have been conducted, gender-sensitive training tools have been developed, catalogues of technologies have been participatory developed and widely made available, and women have well benefitted from the project. The magnitude of success could be greater if there had been no changes in project strategy and reorientation of project interventions, delays in the disbursement of the first installments of sub-grants, and budget cut. Specifically, the budget cut experienced in the course of implementation disrupted the dissemination of training modules and technologies through events and innovation platforms. Likewise, there was no scale up of the project achievements through regional bodies such as CORAF/WECARD, ROPPA, AProCA, and PRASAC because the partnership discussions with these regional bodies stopped.

3.1.2 Findings on Performance Reporting

Documentary evidence from WACPP reports and the performance monitoring plan shows that:

- **The project does not report on performance and progress at the overall project goal level** ("Increased food security in targeted areas of C-4 countries") using outcome indicators. Outcome level indicators are important for measuring the degree of success in realizing the ultimate objective. Again, the lower outcome level indicator, "number of farmers and others who have applied new technologies or management practices as a result of USG assistance" was dropped by the project in consultation with USAID. Outcome level indicators are important to measure the degree of success in realizing the ultimate objective.
- **The project did not establish baseline values for indicators.** USAID requires projects to report baseline values for performance indicators. Baseline data help managers determine progress in achieving outputs and outcomes and to identify the extent to which change has happened at each level of result (see annex 6 - performance indicator table).
- **The project included or dropped indicators by setting or not setting out-year targets (see Annex 6 & 12, for details on dropped indicators).**
- **For two indicators; "number of advocacy/sensitization material and policy briefs produced to create an enabling environment to improve food security as a result of USG assistance", and "number of organizations receiving modules/materials developed as a result of USG assistance"; WACPP had two different targets set for**

each indicator in 2017. Targets set in the updated 2017 performance management plan are different from those in the 2017 annual report. USAID annual reporting guidance requires sticking to the targets set for the year under review, whereas the out-year targets can be revised.

- **The project did not establish sex-disaggregation of targets for all population-related indicators (see annex 6 - performance indicator table).** Specifically, "Number of individuals who have received USG supported short-term agricultural sector productivity or food security training", and "number of people using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance". USAID places a high priority on the disaggregation of performance data by sex for all performance indicators. It is necessary that this be done for targets. Targets help managers understand, in specific terms, what will be achieved because of development interventions.

Findings: *on Project Management*

The changes in Chief of Party (six in total) caused delays in the implementation of activities and switch in project direction and changes in emphasis from national to regional and vice versa.

Key informant interviews and FGDs highlighted that the premature termination of funding to partner institutions in July 2017 due to the shifted priority from national field activities to regional level activities adversely affected partners' field operations, financial engagements and resource allocation.

***Recommendations*:**

1. Donors should ensure reduction in funding and a shift in project priorities are well analyzed as a risk management measure to avoid negative effects. The decision to reduce funding and shift priorities from field base activities to regional level activities predictably had consequences on project operations, most particularly a drastic reduction in the planned level of farmer training in the last two year of the project. In the future, USAID should ensure that implementing partners select sub-awardees that have the ability to leverage funding as a risk management tool in case of project stoppage. Again, implementing partners should create and promote an integrated funding source for collaborative activities among donor-supported projects.
2. For future programs, USAID should ensure changes to project leadership mid-way are minimized. The consistent changes in Chief of Party predictably had consequences on project operations. The key challenge in addressing this project risk is to create and identify strategies, programs, and opportunities that build on how, when, and why leaders change unexpectedly and link these changes to strategies for transitioning team members in order to ensure continued project success.
3. For future programs, USAID should encourage projects to report on performance and progress using outcome indicators at the goal level along with established baseline data and performance targets for Goal. USAID AOR/CORs should ensure that projects have established baseline values for all performance indicators. They should also ensure targets set by projects for the year under review are maintained. Again, they should ensure projects document the rationale for dropping or changing indicators because this could have implications for targets set in the Regional Development Cooperation Strategy (RDCS). It can also help future staff working on the monitoring and evaluation of the project. Changes in the PMP should be well documented. USAID should ensure projects have sex-disaggregated performance targets for population-related indicators.

3.2. Technology Adoption and Dissemination

Question 1: What evidence is there of the adoption of new/improved technology, as per IR1?

Findings: *Question 1a: What evidence is there that the adoption of new technologies has led to increased agricultural productivity?*

The project made significant contributions to sustainable agricultural approaches through the development and promotion of technology modules, with a subsequent adoption rate of between 78% and 89%. Despite the high adoption rate, and the reported increases in yield, the evaluation team did not find sufficient evidence to attribute this to the project. Consequently, the relationship between adoption of the WACPP technologies and agricultural productivity could not be determined.

Based on the documentary evidence from reports, interviews, FGDs and observations, **the evaluation team confirms that, the project developed and promoted a total of fifty-six (56) technology modules, comprising thirty-nine (39) modules on Good Agricultural Practices (GAP) and seventeen (17) modules on post-harvest (PH) technology.** The project developed movies, posters, policy notes and advocacy transfer information and manuals as tools for disseminating the technologies.

Of the thirty-nine (39) modules on GAPs, eight (8) were on seed production and improvement, twelve (12) on soil fertility management, seven (7) on integrated pest management, five (5) on organic cotton, and seven (7) on cotton quality improvement. However, **23 of the 39 modules on GAP were modifications of modules developed under the preceding WACIP project. The modules were modified to take into consideration women's needs, the method of adoption, farmers' level of technical know-how and training and environmental and health considerations.** Seven (7) of the modules on GAP are considered gender-sensitive (see section 3.3 for further details). Of the seventeen (17) modules on post-harvest technology, five (5) focused on harvested product storage and conservation, and twelve (12) focused on food processing technology. However, it is worth noting that 15 out of the 17 modules on post-harvest technology were modifications of modules developed under the preceding WACIP project. Based on the interviews, FGDs and observations **it was evident that, a participatory approach was used in the development and diffusion of the technologies (Table 7).** The project involved producers and farmer groups, processors and post-harvest technology groups, research institutions, regional and national institutions in the process. Following the development, producers and processors received training on how to apply the technologies in the production of cotton and other crops. From the documentary evidence from reports, interviews, FGDs and observations, **it was noticeable that the project used training, fora, and demonstration farms to disseminate the technologies.** The project organized several training for producers including women farmers. Data analyzed from the interviews and FGDs, suggest that, training served as the most common way of learning about the new technologies. Sixty-four (64) percent of the farmers indicated that they became aware and learned about the new technologies through training (Figure 3). The positive effect of trainings on the

Samples of the technology modules developed by WACPP

transfer of technology and subsequently on yield is supported by the work of Nanko *et al,* (2015). Data from the interviews and FGDs show that WACPP farmers who received training either directly from the project or indirectly from other farmers had a high rate of adoption. They also stand a good chance of increasing production when applying these technologies. Another technique that significantly facilitated the learning and transfer of technologies was the use of demonstration plots. The project established 14 demonstration plots some of which were designed to address the needs of women. The women participants in the FGD indicated that, the difference in productivity between the GAPs demonstration plots and their plots encouraged them to apply the technologies and increase their production. The farmers indicated that the field visits in their home country and other countries had positive benefits and helped them to apply the GAP leading to increased yields. Also, some of the farmers were previously using some agricultural practices (referred to as off-the-shelf technologies) which were enhanced by WACPP. This made it easy for the farmers to adopt the technologies developed by the project.

Data from interviews and FGDs shows that respondent farmers applied all the technologies developed by WACPP. The rate of adoption, measured by the ratio of farmers using the technology relative to farmers aware of the technology, demonstrates a high adoption rate among farmers. **The rate of adoption ranged between 78% and 89% (Table 8).** The evaluation team found that Post-Harvest Techniques, Due date harvesting, and Technical Itinerary were the technologies with the highest rate of adoption (Table 9).

The evaluation team also analyzed data from surveys conducted by IFDC, involving three private/public organizations – SOFITEX, SOCOMA (in Burkina Faso) and CMDT (in Mali) – on the adoption of meteorological forecast technology, a component of the technologies transferred to farmers under WACPP. **The results show that, 98% of sampled farmers used the forecast and that the forecast was useful in planning their farming activities (Table 8).** This means there is a probability that if farmers are exposed to the technologies, they are likely to adopt them.

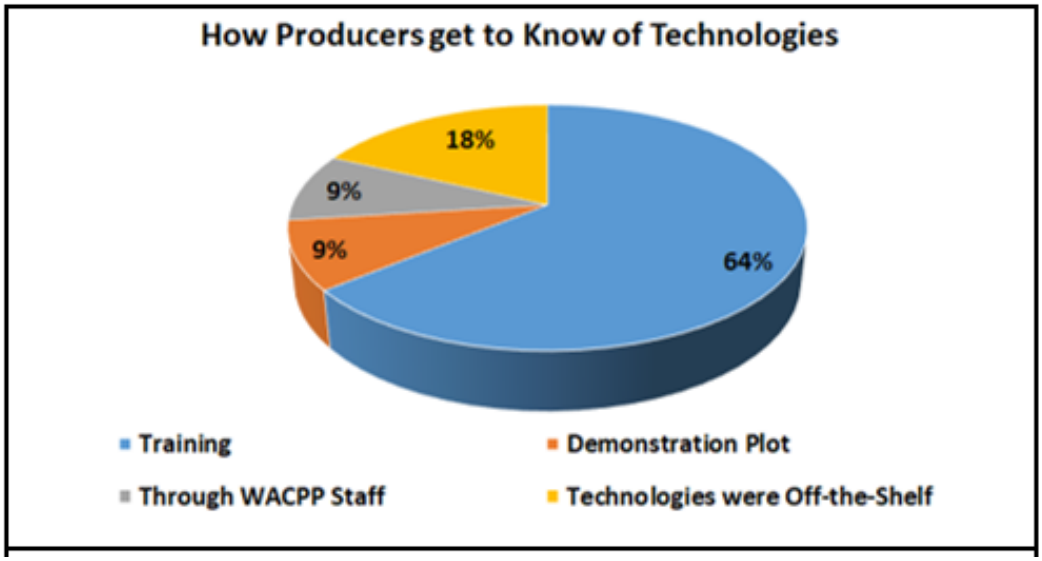

Figure 3: How did you get to know of these technologies ?
(Source: Data Analyzed from FGD)

Table 7: Partners and Technologies Developed with the Aim of Achieving Increased Productivity

Technology	D/T*	Farmer and farm groups	Processors and Post-harvest groups	Research Institutions	Regional Organizations	Other International
GAP	D	5		5	5	5
	T	5		5	5	5
Post-Harvest	D	2	2	2	2	2
	T	2	2	2	2	2
Fertilizer formula				1	1	1
Soil Management Practice				1	1	1
Weather	T	1				
Transfer Technology	D	✓	✓			
	T	✓	✓	✓	✓	✓
Movie	D	✓	✓		✓	✓
	T	✓	✓	✓	✓	✓
Advocacy material	D	✓	✓		✓	✓
	T	✓	✓	✓	✓	✓
Policy note	D	✓	✓			
	T	✓	✓	✓	✓	✓
Women Poster	D	✓	✓		✓	✓
	T	✓	✓	✓	✓	✓
Men Poster	D	✓	✓		✓	✓
	T	✓	✓	✓	✓	✓

*D-Technology Developed *T-Technology transferred, Source: Author observation and analysis of FGD

Table 8: Responses on Use and Assistance of Technology by Three Marketing Organizations in Burkina Faso and Mali

Questions	Response	SOFITEX	SOCOMA	CMDT	Total
Sample size		71	24	40	
Have you used meteorological forecast to plan your agricultural activities	Yes (%)	98	100	98	98
	No (%)	2	0	2	2
Does the meteorological forecast assist you in better planning your agricultural activities?	Yes (%)	98	100	98	98
	No (%)	2	0	2	2
The manner in which the forecast was used					
Economize on the quantity of input used	%	43	56	52	49
Calendar of agricultural activities	%	25	33	47	35
The timely application of inputs	%	32	11	2	17

Source: IFDC Field Survey, 2017

Table 9: Farmer's Application of Technology as a Percentage of Those Aware of the Technology

WACPP technologies	Aware	Applied	Rate
Post-Harvest Techniques	79	70	89%
Rotational Crops	85	66	78%
Identification of Pests	86	67	80%
Rapid above ground compost	97	78	80%
Application of organic manure	124	105	85%
Application of Agrochemicals	97	78	80%
Protection of the environment/conservation techniques	89	70	79%
Technical Itinerary	84	75	89%
Ploughing	67	58	86%
Seed Selection	65	56	86%
Planting Soya	80	71	89%
IPM	63	54	86%
Phytosanitary treatment	70	61	87%
Due date harvesting	79	70	89%
Disposal of agrochemical containers	70	61	87%

Source: Analysis of FGD

From the interviews and FGDs, all the participating farmers stated that they strongly agree that the use of technologies resulted in increased cotton and cereal production. This indicates that all farmers noticed changes in yields and production when they used the technology set disseminated by the project. Most of the farmers agreed that they would continue to use these technologies after the end of the project. In some cases, women reported yield increases of up to 50%. Unfortunately, the follow-up trials initiated by WACPP during implementation to determine whether the technologies influenced production were discontinued on the advice of USAID. Hence, there is no hard data to verify that the adoption of the technologies influenced cotton production in this case. However, using data from the National Cotton Council of America, the evaluation team observed improvements in yields and production for Benin, Burkina Faso and Mali from 2014 to 2017, and a downward trend in yields and production for the same period in Chad (see Annex 13). This generally shows the trend of production for the project countries but cannot be attributed to project activities because a number of other factors affect production and yields in the specific countries.

Again, making inferences from a study conducted in 2013 on the preceding WACIP, the data shows that, the 76,000 WACIP supported farms who adopted and applied GAP technologies developed by the project recorded increased yields of 17% for seed cotton, 18% for maize and 31% for cowpeas. The adoption of the technologies subsequently resulted in increased gross margins (returns) per hectare for seed cotton (43%), maize (7%) and cowpeas (153%) (IFDC 2013). Therefore, since most of the GAPs promoted by WACPP were modifications of the technologies developed by WACIP and only made more adaptable to farmers' needs, it can be deduced that the use of these practices under comparable conditions resulted in increased yields and production.

Findings: *Question 1b: What are the factors (positive or negative) affecting the relationship between the adoption of technologies and agricultural productivity?*

As noted above, the evaluation team did not find sufficient evidence to establish the relationship between adoption of the WACPP technologies and agricultural productivity. Based on the interviews and FGDs, the evaluation team identified a number of positive factors that facilitated the dissemination of the technologies and contributed to the increased yield and production. These include: (1) Design of the technologies to suit users' needs, (2) Adequately training producers and institutions before using the technologies, and (3) Assistance from recipient governments regarding marketing programs and infrastructure. The marketing programs facilitated the use of GAP, especially in the case of organic cotton where marketing agencies guaranteed the purchase of organic cotton in some of the focused countries such as Burkina Faso.

Involving stakeholders in the design and training: **The evaluation team noted through pictures, videos, and posters that producers participated in the design of the technologies to suit their needs. The participants corroborated this during the FGDs.** The tools employed for the technology transfer were easy to follow since there were documents accompanying the technology application. **A number of methods, developed together with partner institutions/organizations, were used to transfer the technologies (Table 1).** These included movies, posters for men and women, radio programs, advocacy materials, and policy notes. However, all farmers and farmer groups, processors and storage facilitators, research institutions, regional institutions and other regional groups participated in the transfer of technologies (USAID, WACPP, IFDC, 2016). The technologies were easy to understand because most of them were already being used by farmers but the farmers were yet to organize them into a single, logical, documented package. The tools were designed with accompanying instructions that could be applied with little modification. The producers and institutions received training before adopting the technologies.

Adequately training producers and institutions before using the technologies: Producers received training in the use of the technologies before application. Producers received training at organized workshops, fora and participation in result demonstrations. During the FGD**, the farmers cited training (64%) as the most common way of learning about new technologies, followed by information from the project staff (18%).** Farmers and farmer groups, processors and post-harvest technology groups, research institutions, regional and national institutions participated in workshops and received training in the use of technologies. A number of researchers were trained by the project on the use of the Nutrient Monitoring (NUTMON) software to enable them evaluate the nutrient balance within an agricultural production system. Following the training, the project provided the research institutions with the Nutrient NUTMON software. During the field visit, researchers at IER and INERA demonstrated their advance skills in their estimations of nutrient balance and crop yields.

Recipient governments' assistance: As revealed by IFDC, **governments assisted with marketing programs and infrastructure as in the case of Mali where the government provided a fertilizer subsidy that enabled farmers to increase fertilizer use on cotton and on cereal crops.** Two of the main participating institutions, CMDT and OHVN, are private/public institutions and are supported by the government of Mali. Marketing programs facilitated the use of GAP, especially in the case of organic cotton where the marketing organizations supported by the government guaranteed the purchase of organic cotton in Benin and Burkina Faso.

Negative factors that affected the relationship between the adoption of technologies and agricultural productivity include: **(1) changes in the price of cotton on the international market, (2) Insufficient land available to women, and the shortage of inputs such as labor and small tools, and low prices received by farmers for their raw cotton products.** The case of Burkina Faso will be used to show the effects of pricing on economic growth in terms of per capita GDP and technology adoption.

Cotton Price dynamics: Historically, the price of cotton has been fluctuating since the 1970s due to several factors. On the supply side, China and Central Asia expanded production in the 1980s driving an increase (Figure 4) in the global area under cotton production, a development that exerted downward pressure on cotton prices. In the 1990s, although the area under cotton cultivation shrank, large advances in cotton productivity occurred because of improved varieties, new technologies and expanded irrigation. On the demand side, cotton has faced increasing competition from synthetic fibers, which are now more widely used than cotton thread. The global cotton market has experienced large price swings over the past few decades, with an overall declining price trend (Figure 4). Price swings depend partly on the level of stocks in the world cotton market: in periods when stocks are low relative to total demand, prices tend to rise, and they fall when global supplies increase. Thus, an increase in global supplies in response to rising prices of cotton, combined with subsidy policies in developed countries, prompted cotton prices to fall.

Figure 5 shows that overall producer share is higher than world prices, giving an indication that the more developed country producers are heavily subsidizing their cotton producers. Farm prices received depended on the world prices. Whenever world prices were low, the production and supply of cotton fell because of reduction of cotton harvested and because famers switched from cotton to cereal or leguminous crops.

Vitale (2017) showed that there is a weak positive relation between cotton price and GDP in Burkina Faso (see Figure 5) where the GDP per capita moves in the same direction as world prices. As Vitale stated, low prices paid to Burkinabe cotton producers suppressed farm income and negatively influence investment in technology adoption. Producer prices in Burkina Faso have fluctuated less than world prices due to the parastatal organizations and price setting by the ginning company (Figure 5).

Hence, the parastatal ginning company acting with monopsony power on cotton farm gate purchases offer prices that approach producers' reservation wage rates instead of a free market price. This lowers farmers' income per capita and lessens their interest in technology adoption. Lower non-competitive prices also encourage farmers to allocate resources away from cotton production to more competitive cereal and leguminous crops (Vitale 2017).

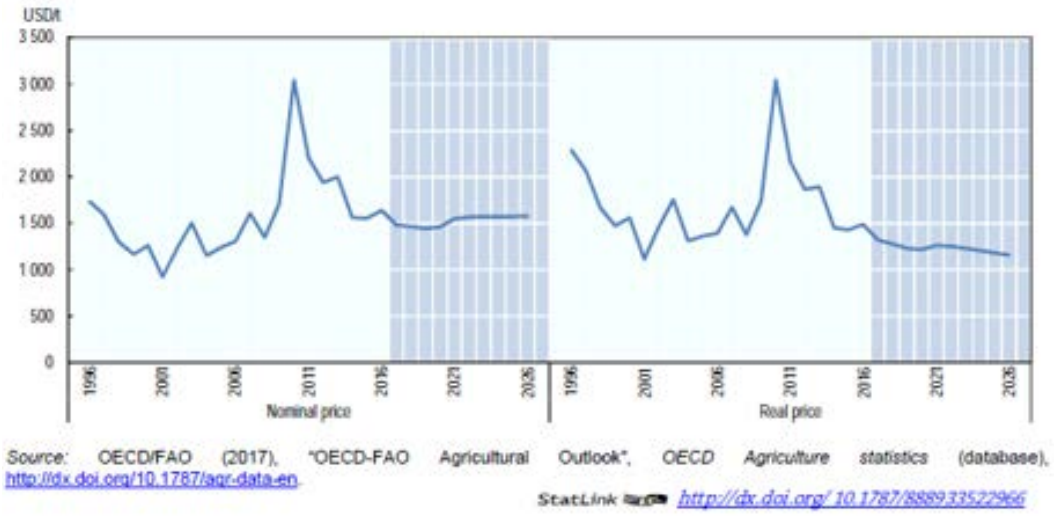

Figure 4: World Cotton Prices
Source : OECD/FAO 2016)

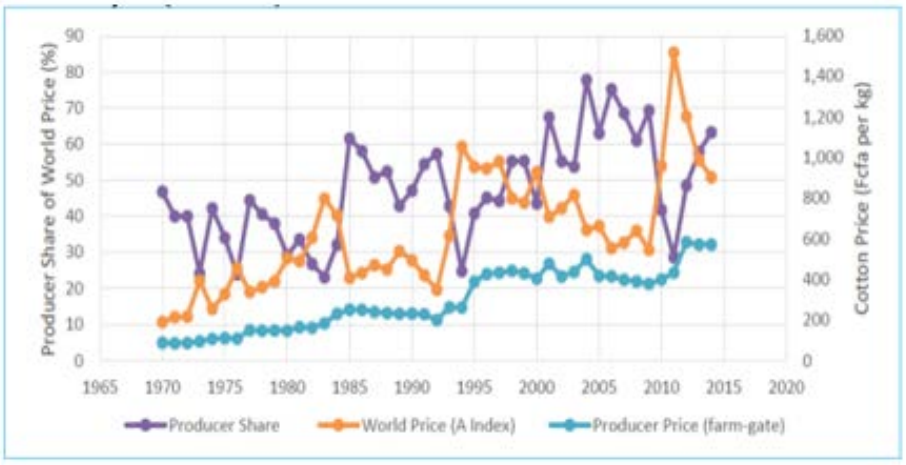

Figure 5: Share of the World Cotton Price Received by Burkinabe Producers : Ratio of Farm Gate Price to World Cotton Price (1970-2014) *Source : World Bank (2015)* [1]

It has become increasingly difficult for cotton farmers to sell their produce. From the FGDs, a number of farmers stated that the process of selling their cotton is worsening as seen in figure 6. The figure 6 which is based on farmers' recall, showed that while 37% felt that it was very difficult to sell cotton in 2013, about 64% stated that it was difficult to sell their cotton on the international market in 2017. This is making cotton farmers switch to other crops. For example farmers encountered in the Leo area of Burkina Faso switched to cereal and leguminous crop production. Farmers in the district of Dassa, Benin, decided to switch to organic cotton and the production of soybeans and cereal crops instead of the production of conventional cotton.

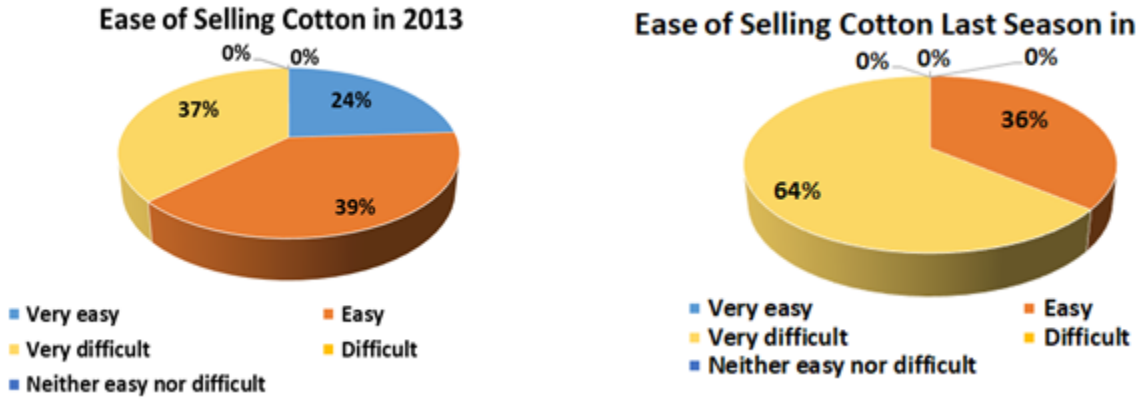

Figure 6: Ease of Producers Selling Cotton
(Source: Analysis of FGD)

That said, producers could also apply the different technologies promoted by WACPP to other crops. When a farmer is exposed to a technology on one crop, the farmer is likely to use the technology or modify the technology for use on other crops. The farmers were able to adopt the technology packages for cotton on their other crops. According to the producers, the technology most suitable to be applied to other crops is *harvesting dates*, followed by *use of organic manure* (Figure 7). *Maize, soybeans, groundnuts and sesame* were the crops that the technologies were commonly applied on (Figure 8). The technologies

also enabled them to introduce new crops such as soybeans, sesame, and okra on their farms due to time gained by following the crop planting dates.

Farmers indicated that they will use the technology even after the end of the project. The agricultural research institute of Burkina Faso (INERA) and the agricultural research institute of Mail (IER) stated that they would solicit assistance to continue with the NUTMON method of farming system evaluation. PR-PICA stated that it would solicit funding from other sources, including the national government to continue with the use of the technologies. **The farmer groups interviewed revealed that the technologies extended were sustainable because the trainers would continue training farmers and leaders who would continue with the training.** Factors that influenced the sustainability of technology application include the training of trainers, researcher exchanges and the information collected and analyzed from the soil nutrient soil balance evaluation.

Insufficient land available to women, and the shortage of inputs such as labor and small tools: Women interviewed stated that they received training in the use of post-harvest handling, processing and storage but had no tools or access to credit to acquire the tools and inputs to put the training into practice (USAID, WACPP, IFDC, 2016).

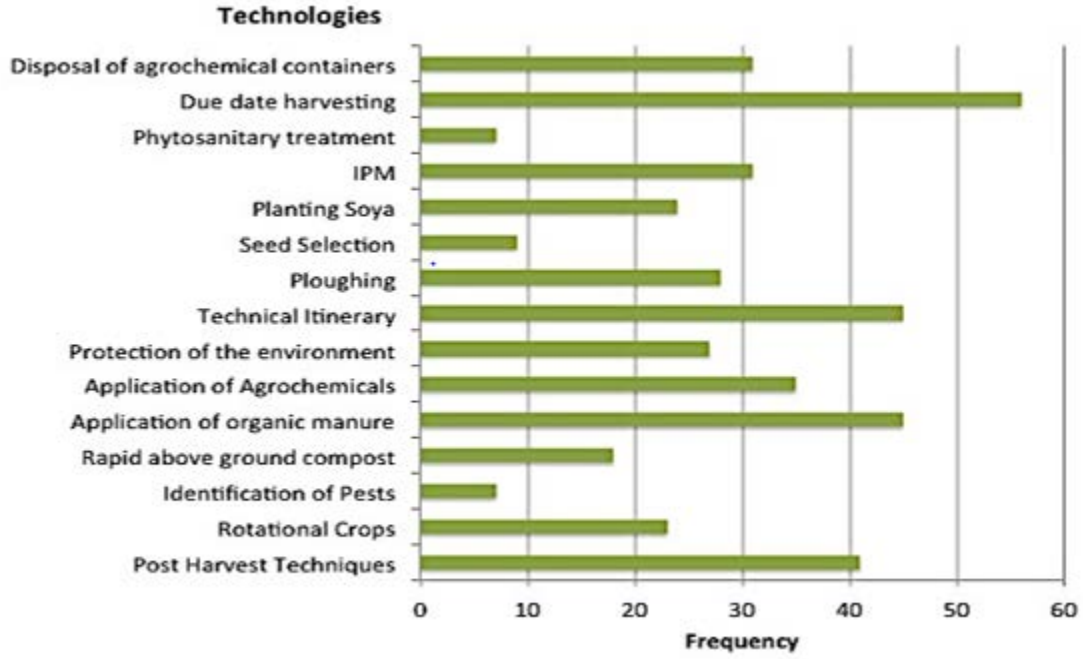

Figure 7: Technologies Developed for Cotton and Applied to Other Crops
(Source: Analysis of FGD)

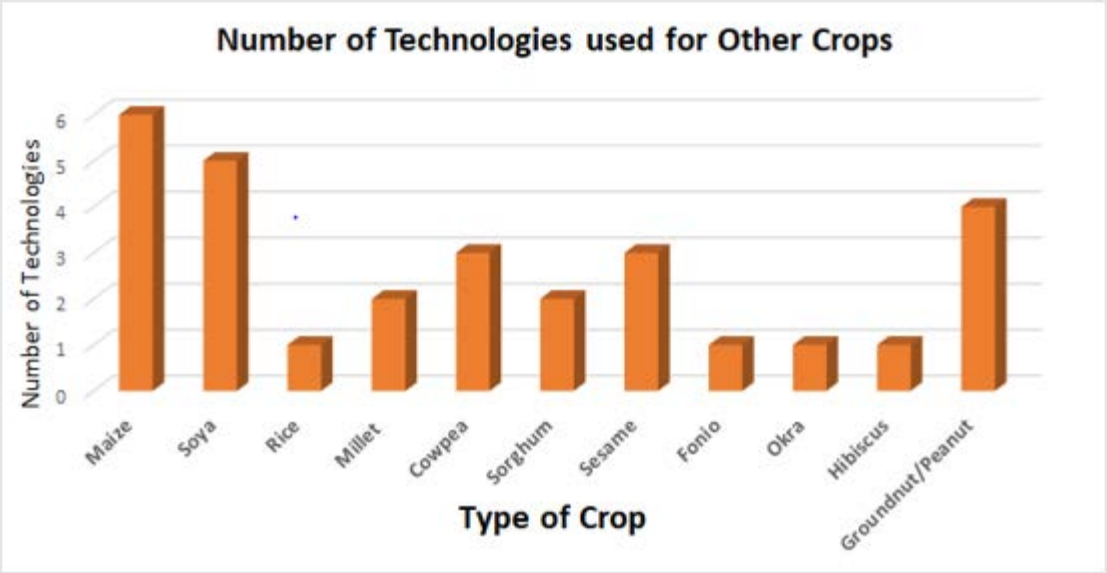

Figure 8: Other Crops on which Cotton Technologies were used
(Source: Analysis of FGD)

Recommendations

To ensure project success, USAID and its implementing partners should continue to encourage the participation and increased involvement of beneficiaries in the design phase of technologies to be diffused to ensure technology appropriateness and wide scale adoption and buy-ins by participants.

- USAID and its implementing partners should incorporate project risk planning and management in project planning to minimize external shocks such as global price fluctuations to prevent market failure and to ensure project sustainability.
- USAID and its implementing partners should plan activities in relation to institutions and organizations structure and operational processes to allow flexibility in project accommodation and management and to avoid resource availability and budgetary constraints to attain specific objectives.
- Development partners and governments should enhance women's access to land, inputs and finance. Providing women with greater access to land, finance, and production inputs is critical to closing the productivity gap between men and women. Again, it is important to link women to agricultural value chains. When women are linked to agricultural value chains from production all the way to processing and marketing, they help make traditional farming more productive and commercially viable. Inclusive value chains also offer work opportunities for women and men off the farm.

3.3. Partnership

Question 2: To what extent and how has establishing partnerships translated into benefits for cotton producers and processors?

Findings: Question 2a: To what extent has the activity leveraged the right group of partners and networks in the region?

Overall, the data from the interviews and FGDs shows that, forty-five percent (45%) of the participants strongly agreed that the partnerships established assisted cotton producers; 37% agreed; and 18% disagreed. The evaluation team is of the view that the right mix of partners was selected for proper project implementation but the absence of a strategic plan to map the role of each partner and how the integration of activities would ensure regionalization of the project raised doubt about its sustainability.

The extent to which WACPP leveraged the right group of partners and networks in the region depended on the selection and combination of partners that assisted the project in attaining its objectives outlined in Figure 8. It is important that a partner selected must have the required organizational competencies (project management, risk management, budgeting and planning, collaboration mechanisms and experience to enable the project to achieve the goal of food security and the objective of increased economic wellbeing through: (1) The development and dissemination of technology (IR1); (2) The forging of partnership (IR2); and (3) Ensuring income equality of male and female smallholder farmers and market participants (IR3). To avoid the problems that may occur in the choice of the right mix of partners, IFDC developed and adopted a guide for the selection of partners (Annex 9).

The criteria for selecting partners included: identification of the organization, organizational scope, position of operation along the value chain, areas of intervention along the value chain, the legal jurisdiction of the organization, the activities that the organization is actually engaged in, the actual financial budget for the past five years, the number of projects the organization has implemented and the levels of finance since the organization started, the human capital at its disposal, and the relationship of the organization with the state.

The core implementing partners of IFDC, ICRA, and CP were responsible for the selection of partners. The partners were selected from a list of organizations and institutions with different capabilities of supporting IR1, IR2, and IR3 and with international, regional, and national experiences as seen in Figure 9.

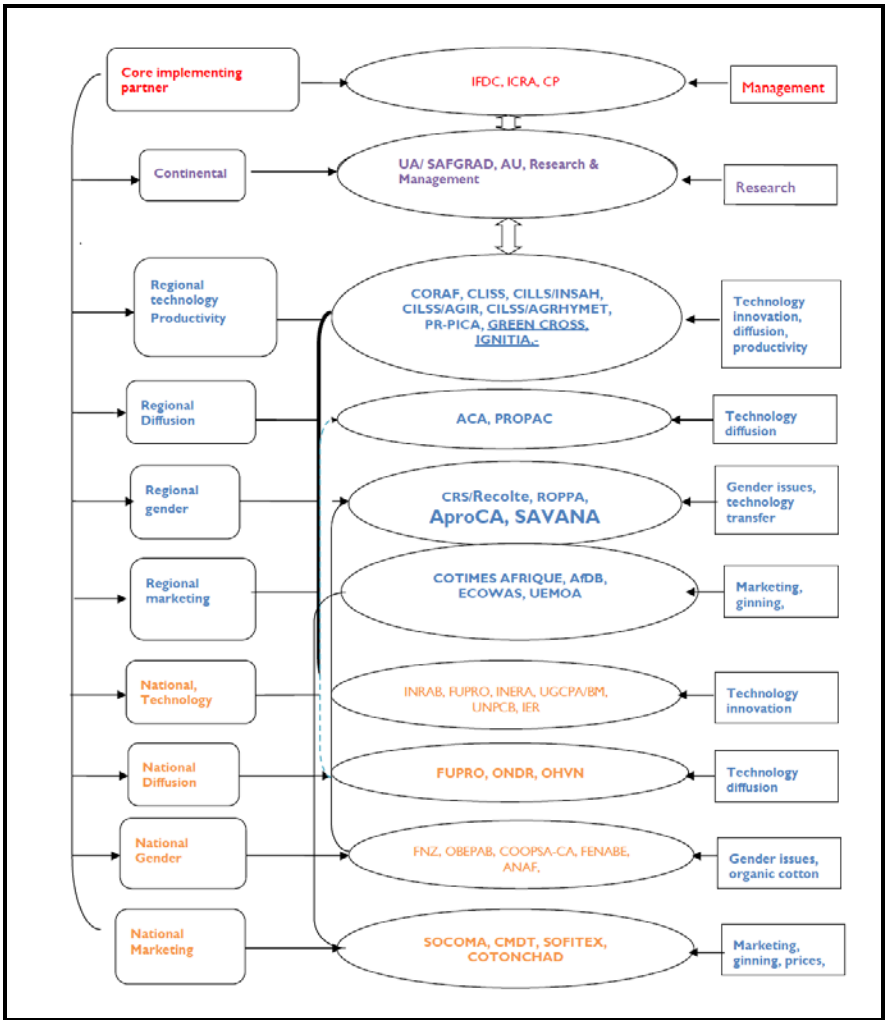

Figure 9: Selected Mix of Partners and their Functions
(Source: Analysis of WACPP project reports)

The partners, once selected, had to demonstrate their capabilities of working with the donor institutions and should have a management system in place to handle donor funding. Each partner was expected to support the project to attain specific target such as technology innovation and diffusion at the national and regional levels, partnership strengthening and coordination at the regional level, and supporting gender economic and social benefits of cotton producing households at regional and national levels.

Based on the desk reviews, interviews, FGDs and observations **the evaluation team identified 46 partner organizations, of which three – IFDC, ICRA and CP – were implementing partners and the latter two were sub-awardees. There were two continental partners with signed MOUs (Annex 11), which provided research information and other services.** There were 19 regional partners of which seven signed MOUs, one received a sub-grant, two with contracts, eight with LOAs, and one acted as a collaborator. UEMOA, ROPPA, AproCA, CORAF, COTIMES Afrique, CILSS/AGIR, and CILSS/INSAH have been of paramount interest for WACPP since the fourth quarter of the FY2015, when there was a shift in project implementation strategy from farm-level activities with local and national partners to regional activities. CORAF plays a leadership role in coordinating, advocating, capacity strengthening, and managing knowledge in West and Central Africa. It also has the capacity to mobilize stakeholders to reflect and come up with solutions for subjects/domains of common/shared interests. **All these demonstrate that the magnitude of the possible impact of WACPP might**

extend beyond the C-4 countries. There were five national institutions in Benin, with four receiving sub-grants; eight in Burkina Faso with seven signing sub-grants and one with an LOA; three in Chad with sub-grants; five in Mali with four signing sub-grants; and one in Ghana with a contract. The regional and national partners were engaged in technology innovation and diffusion, women's involvement in the sector, and marketing and competitiveness (Annex 10).

The selected partners included 28 regional and 29 national partners[2] with capabilities of supporting IR1 objectives (Table 10). Among these were 16 regional and 13 national partners with capabilities to enable the use of sustainable agricultural technologies (IR1.1); 13 regional and national partners that supported IR1.2 to improve ginning operations, and 15 that supported improvement of post-harvest technologies. There were two continental groups that supported IR2: strengthening partnerships that support the cotton sector; 12 regional groups that supported increased coordination, capacity strengthening and strategic relations among stakeholders (IR2.1); and six regional and 1 continental partner that supported (IR2.2) increased regional coordination capacity on cotton by UEMOA. Table 10 presents the distribution of partners according to their respective IR and level of operation.

The combination of partners seems to be well balanced in terms of the numbers with the capabilities to support the three intermediate results objectives. **The partner organizations interviewed all stated that they participated in the project design and the project initiation process.** The selected partners included 15 private sector, seven public sector, and 10 private-public sector institutions. It also included seven farmer associations, four research institutions and three NGOs. The largest category, the private and public institutions, also have the history of leveraging external funding to work beyond the boundaries of the WACPP countries. The four research institutions were the primary national research institutions in the WACPP countries. The WACPP country governments supported the private/public institutions.

However, farmer associations were under-represented in all countries. There was only one farmer group serving as partner in Mali and there was none in Chad. The selected partners worked on regulations and enforcement of government programs or participated in the advisory boards. They also worked with private sector groups handling marketing and input distribution; research institutions working with technology innovation and dissemination; regional bodies working with farmer and post-harvest handling organizations; NGOs involved in technology diffusion and gender issues; and producer groups and implementing partners working with project planning and implementation. **The partners were diverse with organizations responding to different project objectives. The partners were monitored and completed quarterly reports.** However, they cited the low levels of funding as one of the two major factors that hampered the completion of planned activities. The other factor was funds disbursement.

[2] Some of the partners have dual roles because of institutional capabilities

Table 10: Partnership Involvement in Supporting Project Intermediate Results

Intermediate results	Number of Partners involved		
	Continental	Regional	National
IR1.0: Support for increased agricultural productivity is promoted through regional and national actors and stakeholders		28	29
IR1.1: Expected use of sustainable agricultural technologies		16	13
IR1.2: Improve ginning operations		5	8
IR1.3: Improve post-harvest technologies		7	8
IR2.0: Strengthen partnerships that support cotton sector development	2	18	0
IR2.1: Increased coordination, capacity strengthening and strategic relations among stakeholders	1	12	0
IR2.2: Increased regional coordination capacity, on cotton by WAEMU	1	6	0
IR3.0: Increase benefits for women	3	33	21
IR3.1: Increased economic benefits for women in cotton producing households	1	11	8
IR 3.2: Increased social benefits for women in cotton producing household	1	11	6
IR3.3: Approaches promoted to address women's challenges in cotton	1	11	7
Cross cutting elements		11	11

Source: Analysis of WACPP Project reports

Most of the funding was provided to the national institutions and national farmer groups. The majority of groups operating at the regional level with programs that extended beyond the WACPP countries only signed MOUs but received no funding (Annex 10). These groups were expected to participate in the project activities because of the complementarity between the project objectives and the organizations' objectives. For instance, most of these partners already had technologies ready for diffusion.

All partners received the training and training modules. However, some of the non-funded project partners indicated that they had less funds to support the dissemination of the modules they received. Some of the regional bodies like ACA, AproCA, and SODECO stated that because they work closely and directly with the industrial players, it would have been better if the funds for certain activities had been channeled through their organizations. However, it should be mentioned that **while there was a well-developed strategic plan for the development and dissemination of technologies at the national levels, there was no strategic plan for regional networking and program integration.**

Delays in funding (33%), insufficient funding to implement activities in agreement (25%), late start of program (17%), abrupt end of program (17%), and an inability to continue training, were the main concerns expressed by partners about their working relationship with WACCP (Figure 10). For example, joint activities such as workshops, seminars and training on fertilizer application and use, cotton varieties adaptation and yields, planned by WACPP, CORAF, and WAFP could

not be implemented because of the lack of funding and budgetary transfers and use. Partners cited the lack of a common source of funds for joint activities as a constraint.

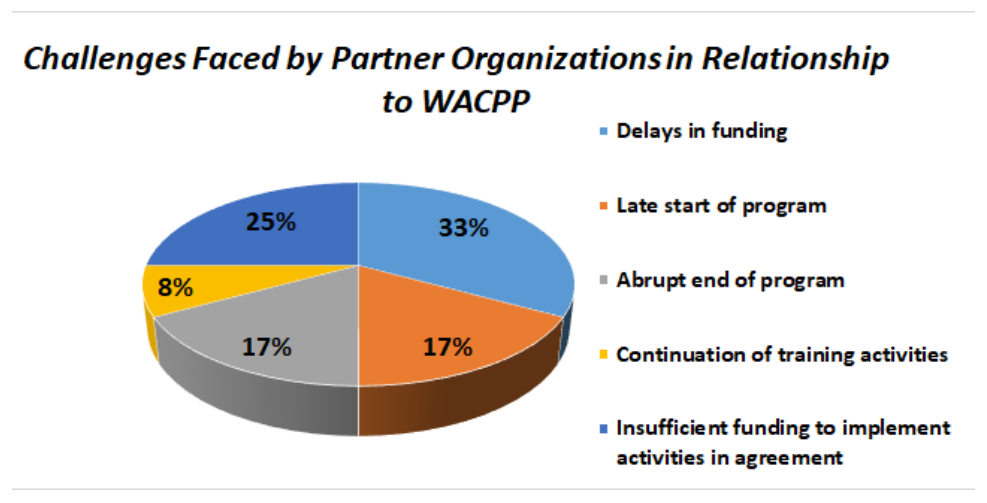

Figure 10: Problems or Challenges Faced by Working with WACPP
(Source: Analysis of Key Informant Interviews)

Findings: Question 2b: What are the opportunities and constraints for these partnerships to have tangible benefits to project clients and stakeholders and why?

The partner organizations the project worked with had many years of experience working on research and development projects. Some of the partners have experience working with donor agencies and understand some specific donor procedures and quality requirements. Some of the partners also have capacity in lobbying, advocacy, technology transfer and adoption. A number of the partners had previously worked together with shared responsibility and mutual accountability. This was particularly true with regional bodies like UEMOA, CILSS PR-PICA, and AProCA. With these experiences and capabilities, they supported the achievement of the intermediate and sub intermediate results, and the objective of improving the economic wellbeing of men and women cotton producers (see Annex 11a and 11b). This provides opportunities for further capacity strengthening to facilitate technology transfer to the producers.

The research organizations are knowledgeable and richly experienced in the sub-regional agricultural systems. They have expertise for quality scientific research as well as for socio-economic, policy and marketing studies. They also have experience in research-extension-farmer linkages, seed systems, rapid multiplication and technology transfer. There is opportunity for them to support production, processing, technology transfer and input delivery. Some of the constraints of the research organizations that the evaluation team identified includes insufficient logistics, laboratory equipment, power and declining funding opportunities.

The private sector partners have experience and can create market opportunities for producers and promote farmers access to inputs, market information systems and credit. They also possess capacity for capacity strengthening and technology transfer to members in communities and can serve as vehicle for local, national, sub-regional, and international trade. Small-scale processor grouping can also facilitate linkages to service providers and strengthen the value chain in cereals and legumes. However, the small-scale processors and marketers lack capacity in modern processing and marketing.

The producer groups have linkages to relevant public and private sector stakeholders and can support in-service training for members. Following the adoption of the technologies, there is the opportunity for the producer to improve their productivity and be competitive in providing raw material for the international cotton industry. Members of producer groups who have gained knowledge and skills under WACPP can offer opportunities for building capacity for community-based technology transfer system.

The NGOs have strong networking approaches in linking partners and producers. They have experience and knowledge of the local, national and sub-region level issues and have experienced staff to support capacity-strengthening efforts. They can continue the promotion of integrated agricultural technologies (production, post-harvest and natural resource management, and integrated soil fertility management systems) and provide advice to producers. Some of the constraints of the NGOs includes insufficient human resource for market monitoring to conduct activities and insufficient access to research information. Again, they experience short-term funding of projects, which makes it difficult to retain experienced staff and to develop long-term plans for promoting sustainable agricultural practices. Difficulty in strengthening public-private sector partnerships to enable clients to get the desired information from the public sector. Again, they have difficulty in ensuring the enforcement of rules, regulations and decrees by national institutions.

Recommendations

- USAID should promote a regional platform with the objective to develop a strategic plan for encouraging regional collaboration to enhance production, productivity and competitiveness of West Africa's cotton sector. The platform should build on the achievements of WACIP and WACPP and continue to work with project partners and its other collaborators. This platform should be developed with the West African Economic and Monetary Union (UEMOA), which participated in the previous projects and is already addressing similar aims at the regional level. UEMOA should continue its activities with previous partners of the C4-CP project.
- Evaluate absorptive capacity of partners and their ability to leverage funding as a risk management tool in case of project closure.

3.4. WACPP and Women's Participation

Questions 3: How effective has WACPP been in increasing women's participation in the cotton sector as producers and processors and why?

Findings: Economic and Social Benefits for Women

WACPP was successful in increasing women's participation in the cotton sector, as evidenced by the increased membership in producers' associations and umbrella organizations since 2015. Women have outnumbered men by increasing participation by 19.6% annually (compared to 10.7% for men). Factors that contributed to the increased participation include the opportunity the project offered in terms of capacity building, promotion of women-centered approaches, socialization and networking, information sharing, availability of gender-sensitive training modules, increased revenues, cultivation of rotational crops, change of men's attitudes, etc. The success could be greater if there were better access to land, equipment, inputs, and credit; and less hindering social and cultural norms.

Through their early involvement in the planning and execution of the project and the development of the training manuals, women were encouraged to participate in the project. Table 11 below outlines the number of women participation in different producer groups and associations. This provided by the organizations through WACPP Management Unit. **It shows that women's inclusion in project activities in Burkina Faso and Benin increased from 250,062 (27.12%) to 428,205 (31.98%) from 2014 to 2017. The data available for these seven organizations in Benin (3) and Burkina Faso (4) show that membership in the organizations has steadily increased by 45.5% from 2014 to 2017 (13.2% annually).** The breakdown by sex shows that the number of women has increased by 71.2% over the period under review (19.6% annually), whereas the number of men has increased by 35.5% over the same period (10.7% annually). The project was instrumental in the growth of women in the different organizations by developing and disseminating gender-sensitive training modules and guides; conducting sensitization and advocacy activities; building women's capacity; reinforcing self-esteem of women, especially of women who run the demonstration fields; and encouraging the creation of women's associations. FUPRO appears to be the organization with the largest membership. In 2016, the organizations registered 360,000 of women, which was almost double the number registered in 2015 (184,000) (see Table 11 and 12). OBEPAB registered 1,081 women in 2017, tripling the number of women registered in 2015 (327). Overall, in all organizations listed in Table 11 the number of women had steadily increased, except for ANaF and UNPCB. The membership in ANaF was stagnant over the period under review. Although the women have outnumbered the men in UNPCB since 2015, the overall membership has slightly decreased over the period under review, especially in 2015.

Overall, the field interviews corroborated that the participation of women in project activities has increased since 2015 (Table 11). The evaluators sought to elicit women's participation in the cotton value chain as it relates to their membership of associations, access to land and inputs, and their possible future roles. Seventy (70) women and 97 men belonging to 34 organizations answered all or part of the questions. **On average, women made up 40.4 % of the respondents of this final performance evaluation. Benin (52.5 %) had the highest country-level representation of women, followed by Burkina Faso with 39 %.**

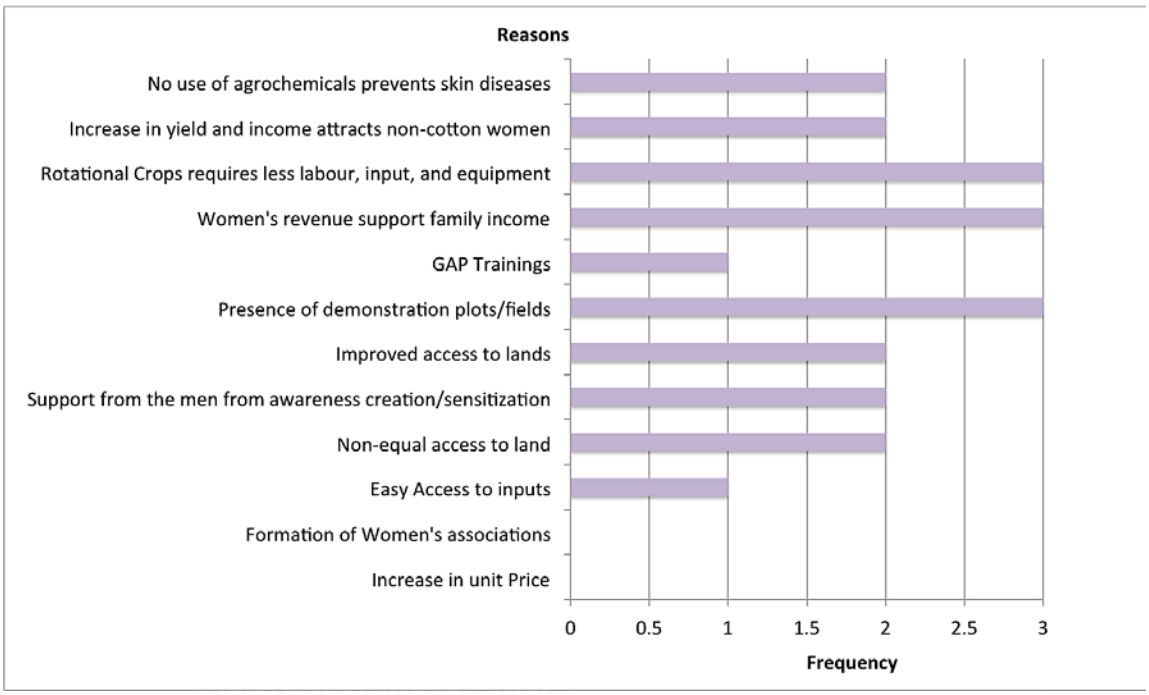

Figure 11: Reasons for the Change or no Change in the Size of Farm Cultivated by Women

(Source: Analysis of Key Informant interviews and FGDs)

The project commissioned studies on gender participation in the cotton value chain showed that women participated mainly at the production level of the value chain, with few participating at the decision-making stages (USAID 2015a,b,c,d). Women received training on the GAP modules. There were 15 women trained as trainers of trainers. The number of women participants increased as non-project women participants saw the benefits accruing to women participants who adopted the GAP and other modules. Women benefited from knowledge gained in the workshops and fora. The women interviewed heralded the importance of the demonstration fields on their farms. The participation of women in the project improved their ability to access technology and other farm inputs like land, seeds, fertilizer and chemicals. The reasons given for women's participation in the project are presented in Figure 11 above.

Thirty-one (31) of the 34 organizations had representatives who responded to the question about the rationale of the increase in the number of women over time. According to respondents[3], WACPP built capacity (136 responses); promoted woman-centered approaches (56 responses); established field schools (55 responses); increased socialization and networking (54 responses); shared information widely (49 citations); and raised women to the position of heads of household farms (39 responses). WACPP also conducted sensitization and advocacy activities (32 responses); and participatory development and dissemination of a gender strategy document, gender sensitive training modules, and a gender training guide (25 responses). An innovation all respondents underscored was the gender-sensitive training modules. According to respondents, **the words used in these training modules were appropriate, systematically feminized and the exercises took into account the specific conditions of women (working in field, post-harvest, daily occupation time).** In addition, the trainers/facilitators explained the meaning of gender equity, gender equality, and other concepts relating to the socially constructed roles, behaviors, activities, and attributes that society considers appropriate for men and women.

[3] Fifty-seven (57) women and 83 men from these 31 organizations

The training that the women received and the knowledge acquired through visits to the demonstration plots encouraged them to concentrate on organic cotton production in rotation with cereals and leguminous crops. The researchers from the national research institutes stated that rotational crops also benefited from residual fertilizer used during the previous production season on cotton (IFDC, 2017). The production of organic cotton was less demanding in terms of labor and equipment. The women reported that producing organic cotton gave them the feeling that they were not trespassing on men's domain or competing with conventional cotton production. This finding is supported by the work of Sodjinou et al., 2015, which similarly found that "cotton gave them the feeling that they were not trespassing on men's domain or competing with conventional cotton production." By producing organic cotton, the women demonstrated their ability to use the skills acquired through training to increase their farm revenue and gain a certain level of economic independence and push for a paradigm shift in male-female relationships at the household level. For instance, the creation of groups/associations helped them to sensitize, lobby, advocate, and make men aware of the benefits that accrue to them by changing their attitudes towards women's access to land, agricultural inputs, and credit.

According to information obtained during the FGD and field interviews, **women's involvement in the project allowed greater participation along the marketing chain, and more women advocacy groups encouraged the employment of women.** The research and public institutions and commercial and marketing organizations such as SOCOMA, OHVN and CMDT, indicated that they employed any woman as long as she had the capacity to contribute to their organization.

According to members of the farmer groups interviewed in Benin, Burkina Faso and Mali the post-harvest technologies improved storage, processing and conservation of cereal and leguminous products, and more women participated in storage, processing, and sale of these products. Twenty-one of the 34 organizations had representatives who responded to the question about "what the project did to support the women". According to the respondents[4], the project offered women in the cotton and rotational crop sector opportunities. These include: **possibility of increased revenues (114 responses); possibility of growing rotational crops (66 responses); change of men's attitudes (57 responses); establishment of school/demonstration fields (45 responses); possibility of cultivating without using pesticide or other chemical products (35 responses); and capacity building in addition to demonstration field (32 responses).**

Thirty-one (31) of the 34 organizations had representatives who responded to the question about the rationale of the increase in the number of women over time. Of those respondents, seventeen responded that the number of female participants did not increase and explained why the number did not increase. In addition, according to respondents[5] in the FGDs, the number of female participants did not increase significantly. The reasons included: **difficulty in accessing equipment (82 responses); bottlenecks to access to land, inputs, and credit (69 responses); social and cultural norms and barriers (33 responses); side effects of climate change (31 responses); availability of manpower/labor force when needed (18 responses); and market access barriers (13 responses). The reasons actually pertained to a long-term struggle, which is beyond the life span of the project. WACPP started tackling some of these issues by sensitizing, lobbying, and advocating for more actions to address gender imbalance.** It also developed and disseminated gender sensitive training modules and guides.

[4] Sixty-eight (68) women and 81 men from these 21 organizations

[5] Sixty-seven (67) women and 67 men from these 17 organizations

Table 11: Growth in Women's Participation in Cotton Organizations in Benin and Burkina Faso

	2014			2015			2016			2017		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
BENIN	617068	243650	860718	617103	243744	860847	842027	420354	1262381	842180	420498	1262678
ANaF	436	59417	59853	436	59417	59853	436	59417	59853	436	59417	59853
FUPRO	616000	184000	800000	616000	184000	800000	840000	360000	1200000	840000	360000	1200000
OBEPAB	632	233	865	667	327	994	1591	937	2528	1744	1081	2825
BURKINA	54982	6411	61393	54646	6959	61605	54441	6702	61143	68743	7707	76450
UGCPA/BM	695	715	1410	705	899	1604	715	919	1634	725	944	1669
FNZ	1102	319	1421	1187	323	1510	1279	399	1678	1350	662	2012
UNPCB	4327	4158	8485	4119	4263	8382	3341	3620	6961	3800	4117	7917
SOCOMA	48858	1219	50077	48635	1474	50109	49106	1764	50870	62868	1984	64852
	672050	250061	922111	671749	250703	922452	896468	427056	1323524	910923	428205	1339128

Table 12: Male and Female Members as Percentages of Total Members in Cotton Organizations in Benin and Burkina

	2014			2015			2016			2017		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
BENIN	72%	28%	860718	72%	28%	860847	67%	33%	1262381	67%	33%	1262678
ANaF	1%	99%	59853	1%	99%	59853	1%	99%	59853	1%	99%	59853
FUPRO	77%	23%	800000	77%	23%	800000	70%	30%	1200000	70%	30%	1200000
OBEPAB	73%	27%	865	67%	33%	994	63%	37%	2528	62%	38%	2825
BURKINA	90%	10%	61393	89%	11%	61605	89%	11%	61143	90%	10%	76450
UGCPA/BM	49%	51%	1410	44%	56%	1604	44%	56%	1634	43%	57%	1669
FNZ	78%	22%	1421	79%	21%	1510	76%	24%	1678	67%	33%	2012
UNPCB	51%	49%	8485	49%	51%	8382	48%	52%	6961	48%	52%	7917
SOCOMA	98%	2%	50077	97%	3%	50109	97%	3%	50870	97%	3%	64852
	73%	27%	922111	73%	27%	922452	68%	32%	1323524	68%	32%	1339128

Notes: Over the period 2014-2015, women membership as percentage of total membership increased by 11 percentage points in OBEPAB (Benin) and FNZ 5Burkina Faso); 7 percentage points in FUPRO (Benin); 6 percentage points in UGCPA/BM (Burkina Faso); and 3 percentage points in UNPCB (Burkina Faso). Overall, there was a 5-percentage point increase of women presence. Source: WACPP implementing partners

To an extent, through the promotion of awareness and the realization of the obvious contribution of women cotton farmers to the household income, some men were ready to allocate more resources to women and to encourage their participation in group activities. The effects of women's voices gave way to governments institutions requiring a minimum of 30% women's participation in the workforce.

Recommendations

- USAID and its implementing partners should support advocacy and capacity-building programs for women to participate at all levels of operation and functioning of public and private ventures in the cotton value chain.
- Development partners, governments and civil society organizations should support advocacy and capacity-building programs for women to participate at all levels of operation and functioning of public and private ventures in the cotton value chain. Again, women should be empowered to access credit to enhance their abilities to adopt new and improved technologies.

3.5. WACPP Cotton Competitiveness

Question 4: To what extent did the project strengthen the competitiveness of the West African cotton sector?

Findings: What were the favorable and limiting factors?

Data available were not sufficient to answer the question: to what extent did the project strengthen the competitiveness of the West African cotton sector? The effects of the project on competitiveness in such a limited time are impossible to evaluate.

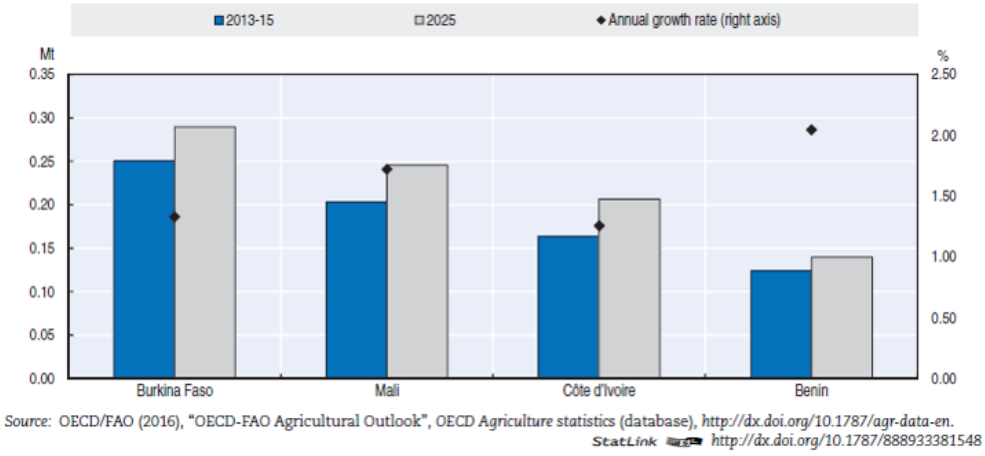

Figure 12: Cotton exports from selected countries in Sub-Saharan Africa
(Source: OECD/FAO 2016)

The West Africa Franc zone is the world's third largest exporter of cotton, and the major producers in West Africa are the WACPP countries (see annex 3). The West African countries produced about one million metric tons of cotton in 2016/2017, representing 12% of total world exports. Asia absorbs most of the cotton (90%) from West Africa, with the Chinese market being responsible for 60% of exports. Cotton supply increased from 2.705 million metric tons to 3.815 million metric tons from 2014, an annual increase of 5.54% but exports increased from 4.236 million to 5.174 million metric tons, an increase of 10.04 % for the same period). The WACPP countries did not gain increases in market share because other countries' production, yield and supply grew at a faster rate in the global market. Two of the marketing agencies thought that cotton competitiveness had increased while two regional bodies thought that cotton competitiveness had declined. The reasons why cotton competitiveness decreased included high production costs and low yields. Two of the marketing agencies stated that cotton from the WACPP countries was of higher quality because it was hand picked and had a higher lint length. Low yields persisted from lack of irrigation and drought conditions brought about through climate change. However, participating governments felt that production intensification could assist in increasing yields.

The effects of the project on competitiveness is doubtful since the project has only been active for three years and the lag effects of technology on yield will not be observed until later years. The project's contribution to total output is so low that isolating its contribution to competitiveness is difficult. Furthermore, on-farm analysis of production costs was stopped because the authorities felt that the project duration was too short for the validation of any such estimation.

Notwithstanding, the evaluation team used export data from the National Cotton Council of America to identify the competitiveness of the countries. A good indicator of a country's export competitiveness is

its share in world exports of goods and services and how that share moves over time. **The team observed improvements in cotton exports for Benin, Burkina Faso and Mali from 2014 to 2017, but observed a downward trend in exports for the same period in Chad (see Annex 13).** According to FAO (2016) export growth in both Mali and Benin exceeded 1.7% p.a., though the sector continues to be challenged by infrastructural constraints; in particular in landlocked countries, where the time required to clear land borders creates bottlenecks that delay shipments. The value generated by cotton exports could therefore be increased if such challenges can be overcome. Exporting provides the opportunity to expand production, boost employment, reduce unit costs, and increase incomes. It also enables a country to better exploit its comparative advantage to generate higher incomes, which can pay for the investments in skills, capital, and technology to enhance competitiveness over time. In addition, the knowledge gained from exposure to export competition helps in raising productivity and innovating with new products.

Recommendations:

- Development partners and governments should address issues of infrastructural constraints, and trade bottlenecks that affects the export competitiveness of the countries.

3.6. Unintended Effects

Question 5: Unintended Effects: What are the unintended effects of the project?

3.5.1 Findings: What are the unintended effects of the project?

Based on the interviews and FGDs, the evaluation team identified that the project made remarkable strides in encouraging the adoption of safer chemical handling practices. The project ensured that, in every country there was a group responsible for monitoring the use and distribution of chemicals. **One of the most important achievements of the project was awareness creation on pesticide poisoning and its adverse effects on both human health and the environment, as a way to convince producers to adopt integrated pest management (IPM) and reduce pesticide use.** Modules on the topic were an integral part of the training. This was remarkable since cotton production in the project countries is associated with significant use of chemicals to control pests. While it was not possible to quantify, it is certain that the reduced use of pesticides achieved through the project has had a beneficial effect on the natural environment. Unfortunately, the intensification of cotton production in some areas resulted in the use and accumulation of toxic chemicals hazardous to humans and the environment.

Many producers, especially women, are cautious of chemical use because they fear that their health might be compromised, and therefore, they switched either to organic cotton or to cereal and leguminous crop production. The fear of chemical handling and use persisted even though training in chemical handling and use were part of the WACIP project. In each of national group there were organizations mandated to ensure environmental compliance. In Benin, there were two organizations, FUPRO and ANaf; in Burkina Faso UGPA/BM and UNPCB ensured environmental compliance, in Chad COTTONTCHAD SN and ONDVR were responsible while in Mali FENABE, CMDT and OHVN ensured environmental compliance. Training in the methods of handling chemicals and the disposal of chemical containers were part of the technology packages disseminated to cotton producers under the WACIP program and listed in the WACPP project agreement. However, under the government cotton intensification program farmers are encouraged to adopt management practices that require larger but safer doses of chemicals on their farms.

The evaluation team visited different producer groups in Benin and Burkina Faso to identify any unintended effects of the project. In Burkina Faso, some women producing cotton revealed during the FGD that their production and sale of cotton increased due to their participation in the project and the technologies applied in cotton production. They also indicated an increase in household revenues that provided them with additional cash for investment in real estate housing, animals and education of their children. **Some men interviewed by the evaluation team said they were so pleased with the additional revenue from their wives' increased crop yields base on the adoption of the technologies. Because of that, they will allocate lands that are more productive to the women. In some cases, they served as advocates for the women to obtain more land.** Some husbands indicated they now have disposable income because of their wives' contribution to the household budget and they will use part of their disposable income to take additional brides.

Recommendations

- Development partners and governments should allocate resources for on-going research into less toxic substitutes for pesticides and other chemicals to reduce negative environmental and health effects associated with the use of synthetic chemical in cotton production. Again, they should promote an Integrated Landscape Management approach in the production of cotton in West Africa. This is critical since the insect pest problem is expected to worsen over the long–term throughout the West Africa region. All of the major global climate change models forecast higher temperatures that will promote higher pest populations within the region (Hulme, 2005; Pimentel, 1993). In the face of this continued pest pressure, conventional pest control measures have been losing effectiveness as pest populations have developed resistance to pyrethroid insecticides (Martin *et al.* 2002).

4. CONCLUSION AND RECOMMENDATIONS

The achievement of the project is significant, given that it started late and had to also work with $ 2.4 million less than the initial amount planned by USAID/West Africa. In spite of these setbacks, the objectives relating to technology innovation and dissemination, their effects on production and productivity and increasing women's participation can be said to be achieved. The project made significant contribution to sustainable agricultural approaches in Benin, Burkina Faso, Chad and Mali. The project developed and promoted technology modules, comprising thirty-nine modules on Good Agricultural Practices and seventeen modules on post-harvest technologies. Technologies developed and promoted by WACPP were widely adopted by farmers. All producers; including women interviewed; confirmed they experienced increased yields even with lower input use due to the adoption of the technologies promoted by WACPP. In some cases, women reported increases in yields of up to 50% for cotton, soybeans and sesame. However, due to the lack of data on yields for project-supported producers this could not be confirmed.

Generally, the global cotton market experienced price swings, with an overall declining price trend, which affected the relationship between technology adoption and productivity within the cotton sector. Downward trend in commodity prices affects agricultural productivity growth among other things. Various measures of agricultural productivity growth show some consistent patterns in terms of secular shifts that mirror the corresponding patterns in relative prices. World cotton price remains under pressure due to high stock levels and fierce competition from synthetic fibers. The increase in global supplies in response to rising prices of cotton in combination with subsidies in developed countries, prompted cotton prices to fall (FAO, 2017). Whenever world prices were low, famers switched from producing cotton to cereal or leguminous crop. Other factors that affected technology adoption included insufficient land available to women, and the shortage of inputs such as labor and small tools.

The project established forty-six partnerships with a wide array of regional and national actors and stakeholders (see Figure 8). The partners had different capabilities and supported the attainment of the Intermediate results (IR1, IR2, and IR3) of the project. The partners were diverse, with different organizations supporting different project objectives. Generally, the partners supported research and the dissemination of technologies as a way to increase the productivity and competitiveness of the cotton sector, and ultimately ensure economic and social benefits of cotton producing households.

In view of the fact that women play substantial roles in cotton production, the project included women in the conceptualization, planning and execution of the project and the development of the technologies. This ensured that the project had a strong gender sensitive orientation. Women were appreciative of the training they received in production, food processing and preservation technologies but cited the lack of resources to acquire equipment as a significant constraint. Women's relatively lower participation in cotton production is mainly due to two reasons – first, male domination within the extension system, and second, women participation is affected by social and cultural practices and family responsibilities. However, data from the focus group discussions suggest that women's participation in the project enhanced their acquisition of land and increased farm revenues used for investment, children's education and food consumption.

Data available were not sufficient to answer the question to what extent did the project strengthen the competitiveness of the West African cotton sector? The effects of the project on competitiveness in such a limited time are impossible to evaluate. Notwithstanding, the evaluation team used data from the National Cotton Council of America and observed slight improvements in cotton export for Benin, Burkina Faso and Mali from 2014 to 2017, but an observed downward trend in production for the same period in Chad (see Annex 13). According to FAO (2016) export growth in both Mali and Benin is exceeds 1.7% p.a. (see section 3.4), though the sector continues to be challenged by infrastructural constraints; in particular in landlocked countries, where the time required to clear land borders creates bottlenecks that delay shipments. The value generated by cotton exports could therefore be increased if such challenges can be overcome.

The project made remarkable strides in encouraging the adoption of safer chemical handling practices. The project ensured that in every country there was a group responsible for monitoring the use and distribution of chemicals. One of the most important achievements of the project was awareness creation about pesticide poisoning and its adverse effects on both human health and the environment, as a way to convince producers to adopt integrated pest management (IPM) and reduce pesticide use.

Though the achievement of the project is remarkable, the evaluation team identified some project performance reporting and management issues. The project does not report on performance and progress at the overall project goal level using outcome indicators. Outcome level indicators are important to measure the degree of success in realizing the ultimate objective. The project did not establish baseline values for performance indicators. This is inconsistent with USAID requirements. USAID requires projects to report baseline values for performance indicators. Baseline data help managers determine progress in achieving outputs and outcomes and to identify the extent to which change has happened at each level of result. The project included or dropped indicators by setting or not setting out-year targets. The project did not establish sex-disaggregation of targets for population-related indicators. The premature termination of the funding to partner institutions in July 2017 due to the shift in priority from national field activities to regional level activities adversely affected the partners' field operations, financial engagements and resource allocation. The consistent changes in Chief of Party predictably had consequences on project operations.

Recommendations

1. USAID should promote a regional platform with the objective to develop a strategic plan for encouraging regional collaboration to enhance production, productivity and competitiveness of West Africa's cotton sector. The platform should build on the achievements of WACIP and WACPP and continue to work with project partners and other collaborators. This platform should be developed with the West African Economic and Monetary Union (UEMOA), which participated in the previous projects and is already addressing similar aims at the regional level. UEMOA should continue its activities with previous partners of the C4-CP project.
2. Development partners, governments and civil society organizations should support advocacy and capacity-building programs for women to participate at all levels of operation and functioning of public and private ventures in the cotton value chain. Again, women should be empowered to access credit to enhance their abilities to adopt new and improved technologies.
3. Development partners and governments supporting the cotton sector should incorporate risk management in project planning to minimize external shocks such as global price fluctuations and market failure, to ensure project sustainability.
4. Development partners and governments should address issues of infrastructural constraints, and trade bottlenecks that affect the export competitive of the countries.

5. Development partners and governments should allocate resources for on-going research into less toxic substitutes for pesticides and other chemicals to reduce negative environmental and health effects associated with the use of synthetic chemical in cotton production. Again, they should promote an Integrated Landscape Management approach in the production of cotton in West Africa.
6. Donors should ensure reduction in funding and shifts in project priorities are well analyzed as a risk management measure to avoid negative effects. The decision to reduce funding and shift priorities from field base activities to regional level activities predictably had consequences on project operations, most particularly a drastic reduction in the planned level of farmer training in the last two years of the project. In the future, USAID should ensure that implementing partners select sub-awardees that have the ability to leverage funding as a risk management tool in case of project stoppage. Again, implementing partners should create and promote an integrated funding source for collaborative activities among donor-supported projects.
7. For future programs, USAID should ensure changes in project leadership are minimized. The consistent changes in Chief of Party predictably had consequences on project operations. The key challenge in addressing this project risk is to create and identify strategies, programs, and opportunities that build on how, when, and why leaders change unexpectedly and link these changes to strategies for transitioning team members in order to ensure continued project success.
8. USAID should encourage projects to report on performance and progress using outcome indicators at the goal level along with established baseline data and performance targets for Goal. USAID AOR/CORs should ensure that projects have established baseline values for all performance indicators. They should also ensure targets set by projects for the year under review are maintained. Again, they should ensure projects document the rationale for dropping or changing indicators because this could have implications for targets set in the Regional Development Cooperation Strategy (RDCS). It can also help future staff working on the monitoring and evaluation of the project. Changes in the PMP should be well documented. USAID should ensure projects have sex-disaggregated performance targets for population-related indicators.

Way forward

It is important to build a platform for the continuation of the gains already accrued from the WACIP and WACPP projects. This platform should be developed with UEMOA which has participated in the previous projects and is already addressing similar aims at the regional level. In this regard, UEMOA is better equipped to lead the development of a more productive and competitive cotton sector in West Africa by establishing a regional stakeholder platform that will develop priorities for West African cotton, promote strategic cotton sector partnerships, and identify improved strategies for food security. Furthermore, the UEMOA Cotton Competiveness (UCC) grant from USAID will aid UEMOA to establish policies and practices in the cotton sector that promote women's participation in, and benefits from, cotton sector development. UEMOA should continue its activities with previous partners of the WACPP project, other partners of USAID funded projects and its other collaborators to develop a strategic plan for how to encourage regional collaboration in the cotton sector to enhance production, productivity and competitiveness of the sector and to boost food security in WACPP countries. UEMOA is endowed with resources to improve the capacity of partners if its' resources are well directed. The importance is to strengthen the capacity of UEMOA in terms of human capital so that its new undertakings might not put too much strain on its limited and overburdened human capital resources. USAID should work in close collaboration with the UEMOA team to develop a program to further WACPP project goals. This involves:

- A workshop with major actors in the cotton value chain, the ministries of agriculture, the ministries of commerce, national and regional partners who were members of WACPP, organizations involved in the value chain, national marketing agencies involved in the value chain of cotton, other leaders involved in other donor projects, other international donors and NGO's to prepare new directions for the West African cotton sector.
- USAID in collaboration with other donors should strengthen the capacity of UEMOA in terms of human capital to undertake the new proposed platform.
- UEMOA should entrust regional bodies like AProCA, PR-PICA, ACA and others with regionalization of the production and marketing of cotton. The regional organizations should develop a plan for how they will use the regional approach and technologies developed and disseminate them from the WACPP project to bring change in the cotton industry.
- The project has identified certain partners that already have mandates to work across regional boundaries. These regional bodies can be strengthened to respond to the various project objectives. These bodies can be delegated by UEMOA to take the lead for each of the main objectives with guidance and support from UEMOA:
    - ACA: can assume the leadership in technology development and diffusion, with PR-PICA, CORAF, CILSS, CILSS/INSAH, CILSS/AGIR, CILSS/AGRHYMET, PR-PICA, GREEN CROSS, and IGNITIA. These can work with national bodies (FUPRO, UGCPA/BM, UNPCB, etc.) and research instituions (INRAB, INERA, IER, etc.) in terms of technology innovation and diffusion.
    - CILSS can take the lead to examine micro-climate data analysis and work with NGO's like IGNITIA on climate data diffusion.
    - ROPPA PROPAC AProCA and ACA, can be delegated to continue to work with national bodies, NGOs such as FUPRO, ONDR, OHVN and international donor groups on technology diffusion.
    - CRS/RECOLTE, ROPPA, AProCA, SAVANA can be delegated to work on gender affairs in conjunction with national groups such as FNZ, OBEPAB, COOPSA-CA,FENABE and ANAF. These groups can continue to work for the advocacy of women rights and equality.
    - UEMOA in collaboration with ECOWAS can work with COTIMES AFRIQUE, AfDB, ECOWAS, UEMOA in conjunction with inter-governmental groups and NGO's such as SOCOMA, SOFITEX, SODECO, CMDT, COTONTCHAD-SN, the various ministries of trade and others on the competitivity of West African cotton.
- UEMOA can work with the various ministries of agriculture, ECOWAS, FAO and interested partners on chemical, use, disposal, regulations and enforcement.
- UEMOA should develop a strategic plan incorporating all leaders within the sector and others that demonstrate the sector can operate as a regional unit by delegating responsibility to each body while at the same time serving as an umbrella organization for the various groups.
- UEMOA should conduct rigorous technical, economic, financial and sociological studies on its proposed plans for improvement of the cotton sector in the WACPP countries and beyond. The plan should include all ministries of trade, marketing bodies for inputs and outputs and major operators of the value chain to study various commercial activities that include: joint purchase of inputs; joint cotton processing and marketing of cotton and cotton products.

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ANNEXES

Annex 1: Evaluation Statement of Work

1. Background

Cotton is critically important to Benin, Burkina Faso, Chad, and Mali (the C-4 countries) as a key cash crop with important multiplier effects on both food security and poverty alleviation. In all four countries, it is one of the main drivers of economic growth, employment, and incomes. Cotton is grown on family farms of less than two hectares in rotation with cereals and pulses. This food-cash crop cycle is a large contributor to food security, but the viability of this system is seriously threatened by increasingly depleted soil fertility. There is serious concern that West African cotton producers will face an increasingly costly, less-productive future for cotton and rotational/food crop production unless steps are taken to slow, stop, and reverse soil degradation.

The USAID'S West African Cotton Partnership Project (WACPP) is a $14.8 million, four-year (2014-2018) project with the goal of improving food security in targeted zones of the C-4 countries. The project aims to sustainably increase agricultural productivity and economic and social benefits for women, through the forging of partnerships with regional and national organizations.

The activity is consistent with the U.S. Agency for International Development (USAID)/West Africa's Regional Development Cooperation Strategy (RDCS), and its Feed the Future (FtF) Multi-year Strategy. WACPP contributes to the achievement of RDCS Development Objective 2: Broad-based Economic Growth & Resilience advanced through West African partners. It also supports the RDCS Intermediate Result (IR) 2.1, Regional Integration Increased, and IR2, Sustainable Agricultural Productivity Improved. Within the context of Feed the Future, the U.S. Government's global hunger and food security initiative, WACPP supports USAID/WA's FtF Strategic pursuit of Increased Food Security in West Africa by contributing to its IR 1, Improved Sustainable Agricultural Productivity, and its IR 3, Increased Capacity of Regional Agricultural Sector Actors.

Development Hypothesis:

The development hypothesis for the WACPP reads as follows:

If men and women farmers in the target areas of the C-4 countries have access to appropriate and affordable technologies and services needed to improve sustainable agricultural productivity of cotton and rotational crops; and

If there is strengthened collaboration and partnership among the public-sector stakeholders at the local, national and regional level to advance priorities pertaining to the sector; and

If intensive efforts are made to ensure women farmers gain equitable benefits from their efforts in cotton and food crops,

Then the women and men farmers, ginners and others in the value chain will increase their incomes and advance the program goal of Increased Food Security in Targeted Areas of C-4 Countries. The Results Framework in annex 1 presents the West African Cotton Partnership Program.

2. WACPP PROJECT DESCRIPTION

WACPP focuses on three main themes of intervention: sustainable agricultural productivity, creating new and strengthening existing partnerships, and increasing economic and social benefits to women within the "C-4" countries of Benin, Burkina Faso, Chad and Mali, where cotton is a main agricultural commodity. In the "C-4" countries, cotton provides 3 percent to 10 percent of the national gross domestic product.

Grown in rotation with cereals and legumes, cotton represents the primary source of income for many farmers in a region characterized by food insecurity.

To bolster productivity, WACPP works through established regional institutions, national governments, and private sector entities to identify and disseminate technologies that increase the productivity and competitiveness of the cotton sector, as well as address issues of soil degradation, climate change and the overuse of pesticides. It aligns with other sector actors through productive partnerships and alliances to leverage significant and sustained change at national and regional levels.

The USAID WACPP project capitalizes on previous investments made in the West African cotton sector from 2006-2013 through the West Africa Cotton Improvement Program (USAID WACIP), which was also implemented by the International Fertilizer Development Center (IFDC). WACPP is being implemented in partnership with the West African Economic and Monetary Union (UEMOA/WAEMU) Cotton Competitiveness (UCC) activity which aims at supporting UEMOA's strategy to build a more competitive and productive cotton sector in West Africa.

2.1. **Overview**

Cotton offers a special opportunity for increasing agricultural productivity, incomes and well-being for millions of farmers across West and Central Africa. The crop is grown in the region's most favorable agro-ecological zones, providing an important economic foundation for an estimated 10 to 15 million West African smallholders. To help address the unique food production needs of cotton-producing households in the primary four cotton-producing countries (or "C-4") in the region (Benin, Burkina Faso, Chad, and Mali), the U.S. government, through USAID, awarded a Cooperative Agreement to IFDC. Project implementation by IFDC is assisted by two partner organizations: Cultural Practice (CP) and the International Centre for development oriented Research in Agriculture (ICRA). The project is working to forge partnerships with a wide array of regional and national actors and stakeholders in the value chains for cotton and its rotational crops in the C-4, to leverage resources and scale-up the dissemination of technical packages produced by the project.

The USAID WACPP assists smallholder farmers by: (1) strengthening regional platforms and stakeholder dialogue to support national processes and where possible, foster legal and administrative policies for national and regional fertilizer, seed and bio-safety regulations; (2) providing technical content for partners to develop and manage critical farmer-level teaching tools that reach both men and women; (3) developing and disseminating new technologies; (4) building the technical capacity of national agricultural research and extension services (NARES) to develop and deliver quality training; and (5) linking NARES to private sector farmer-based organizations for cotton and rotational crops.

2.2. Project Goal and Objectives

The strategic objective of the project is to increase the revenue of men and women producers, as well as cotton processors in targeted zones. The USAID WACPP project focuses on cotton and rotational crops including cereals and legumes. Given the essentially national context for cotton production and the regional context for food crops, the USAID WACPP is strengthening capacity and building strategic partnerships to assist regional and national institutions in achieving their organizational objectives. Another important aspect of the project is to increase the economic and social benefits to women by conducting gender value chain analyses, developing gender responsive training materials, and delivering curricula for extension services. This approach facilitates the effective dissemination of protocols, thus ensuring that messages will reach women farmers. The project has three objectives or intermediate results (IR) to facilitate the achievement of its strategic objective:

IR 1 – Support for increased agricultural productivity promoted through regional and national actors and stakeholders.

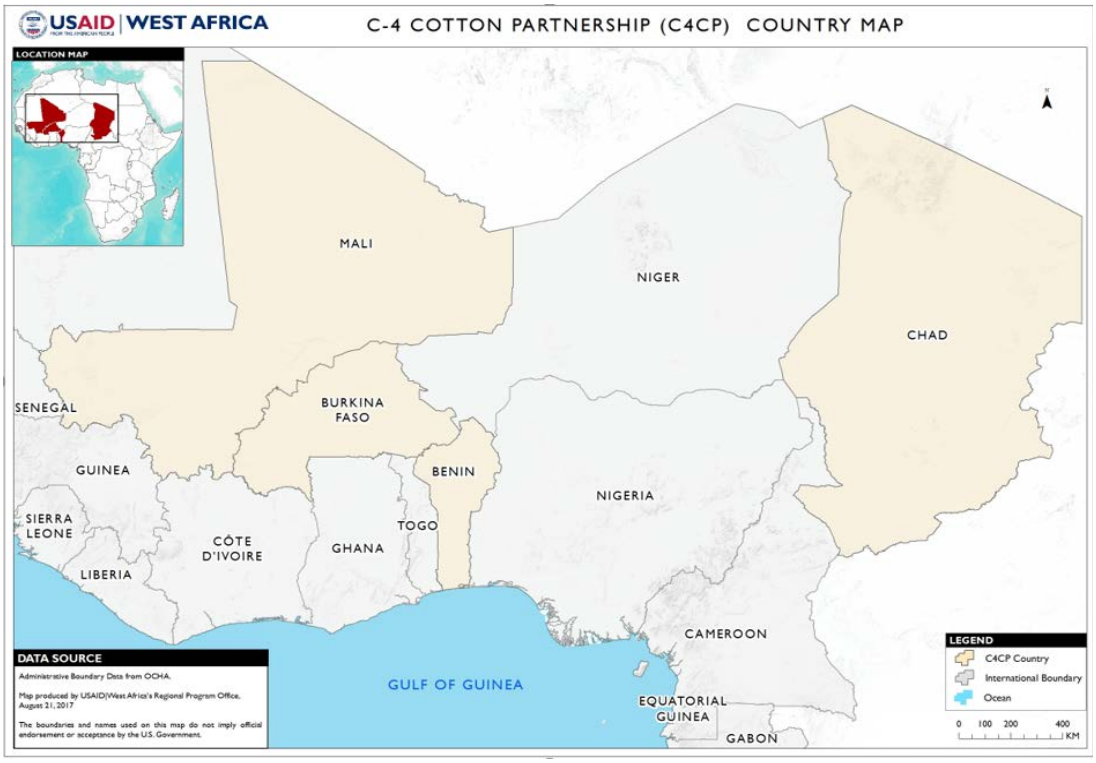
IR 2 – Partnerships supporting cotton sector development strengthened.

IR 3 – Social and economic empowerment of women producers and processors is enabled.

IR 1. is to be achieved through activities promoting the use of sustainable agricultural productivity technologies including postharvest handling and improved ginning. IR 2. focuses on creating strategic regional partnerships and improving coordination of activities related to the cotton sector, while IR 3. focuses on enabling the effective participation of women in the cotton sector through training, sensitization, and advocacy.

2.3. Targeted Zones

The project is being implemented in the C-4 countries. The project is managed from the IFDC office in Burkina Faso and is represented in each of the intervention countries by a National Coordinator. See C-4 Cotton Partnership Country Map below.



Source: USAID West Africa

2.4. Key Stakeholders and Partners

The project is being executed in collaboration with approximately 20 regional, national, and sub-national implementing partners. The key project stakeholders include actors at every step in the cotton value chain from the regional to the national and local levels. The project is establishing and reinforcing linkages between each of these various levels throughout the value chain, which includes inputs suppliers, cotton producer and farmer associations, public and private extension and advisory service providers, research institutions, cotton companies, Ministries of Agriculture, ginners, inter-professional associations and cotton lint exporters. The project also works with regional partners, including UEMOA/WAEMU, the West, and Central Africa Council for Agricultural Research and Development (CORAF/WECARD), the Network of Farmers' and Agricultural Producers' Organization of West Africa and the Permanent Interstates Committee for Drought Control in the Sahel (CILSS).

2.5. Highlight of Activities and Achievements

IR 1. Sustainable Agricultural Productivity

Developed 7 gender-sensitive training modules on Good Agricultural Practices (GAP) and post-harvest technology; also organized and delivered two fora on GAP and PH technology.
Awarded small grants to 18 activity implementing partners in the C-4 countries to disseminate modules.
Designed and facilitated a regional training workshop on NUTMON soil testing software.
Organized two workshops for sub-grantees with a total of 50 participants.
IR 2. Strengthening of Partnerships Supporting Cotton Sector Development
Creation and meetings of four project National Advisory Committees (one in each C-4 country).
Organized first meeting of the Regional Consultative Committee with 200 representatives in attendance.
Organized and delivered a regional workshop on soil fertility to 30 soil scientists.
IR 3: Economic and Social Benefits for Women
Developed project gender strategy, gender-sensitive training guide, and gender-sensitive training modules.
Conducted study on gender roles in the cotton value chain in each of the C-4 countries.
Inventoried women entrepreneurs in the C-4 countries.
Delivered training-of-trainers for 79 senior trainers (including 15 women) from the four project countries.
Established 22 women-only (or women dominated) demonstration farms in the C-4 countries.

3. SCOPE OF THE EVALUATION

The purpose of this evaluation is to use evidence to document the degree to which USAID WACPP achieved its objectives. This evaluation will assess the performance of the WACPP activity to determine if planned activities are leading to activity objectives and desired expected outcomes. Evaluation findings will be used by USAID to inform on progress to date in building the capacity of key regional stakeholders, determine the sustainability of activities, and serve as a learning tool for future regional programs.

3.1. Target Areas and Groups

ASSESS must implement the evaluation at different levels (regional economic organizations (ECOWAS, WAEMU, and CORAF), private sector partners, ministries and divisions of national governments involved in cotton (i.e. the National Agricultural Research System (NARS) in the C4 countries, cotton industry stakeholders including producers' organizations and cotton companies, as well as other parties identified.

The principal users of information generated from this evaluation will be the private sector, quasi-governmental organizations involved in the cotton sector, national governments, USAID, and major regional partners including ECOWAS, UEMOA, and CORAF.

3.2. Objectives of the Evaluation

The main objective of this evaluation is to assess and document the extent to which the USAID WA cotton program achieved its objectives. Specifically, the performance evaluation must address the following objectives:

Document and validate WACPP accomplishments.

Conduct a review of key performance indicators at baseline, mid line and final to assess changes in indicators and determine how successful WACPP has been in meeting its planned targets.

Determine the effectiveness6 and efficiency7 of the strategies used to meet activity objectives and document any lessons learned, best practices and challenges to inform future programming.

Document any successes, best practices, lessons learned and challenges the activity encountered.

Identify any internal and external factors that affected the implementation of the activity to date.

Propose any recommendations based on the findings that would help guide future programming in the areas of cotton, gender and food security in West Africa.

3.3. Evaluation Questions

ASSESS must, at a minimum, address the following questions:

What evidence is there of adoption of new/improved technologies, as per IR 1?

What evidence is there that the adoption of new technologies has led to increased agricultural productivity?

What are the factors (positive and negative) affecting the relationship between the adoption of technologies and agricultural productivity?

To what extent and how has established partnerships translated into benefits for cotton producers and processors?

To what extent has the activity leveraged the right group of partners and networks in the region?

What are the opportunities and constraints for these partnerships to have tangible benefits to project clients and stakeholders and why?

How effective8 has WACPP been in increasing women's participation in the cotton sector as producers and processors and why?

To what extent did the project strengthen the competitiveness of the West African cotton sector?

What were the favourable/limiting factors?

What were the positive or negative unintended effects of the program?

3.4. Types of Answers Needed in Response to the Questions

Much of the information needed in response to the questions will be descriptive. Comparative results must be used when assessing results against planned interventions. There is a strong need for cause and effect reporting to understand what is being done differently since the roll-out of interventions and the potential for sustainability are essential. The evaluation team will discuss the questions and types of responses during the entry meetings with the Mission.

In order to ensure that the evaluation team establishes an implementation methodology which leads to a quality evaluation report, it is imperative that the following guidance is taken into consideration as the questions are internalized in the inception report and discussed throughout the process.

Findings: Empirical facts collected during the evaluation: The evaluation findings must be presented as analyzed facts, evidence and data and not based on anecdotes or hearsay, although individuals' opinions

[6] USAID defines effectiveness as the extent to which an intervention has attains its major relevant objectives.
[7] USAID defines efficiency as a measure of how economically resources/inputs (funds, expertise, time etc.) are used to achieve results.
[8] See definition of effectiveness.

will necessarily be part of the data collection process. The evaluation findings must assess key outcomes and impacts as structured around the organizational framework of the evaluation questions. The findings must be specific, concise and supported by strong quantitative and qualitative evidence analyzed through scientifically plausible methodologies. Sources of information used in arriving at the findings must be properly acknowledged and listed in an annex.

Conclusions (Interpretations and judgments based on the findings): Evaluation conclusions must be presented for each key finding. The Conclusions must logically follow from the gathered data and findings and must be explicitly justified. If and when necessary, the evaluation team must state his/her assumptions, judgments and value premises so that readers can better understand and assess them.

Recommendations: Evaluation recommendations must precisely and clearly present recommendations deriving from specific findings. The recommendations must be stated in an action-oriented fashion; they must be practical, specific, and include defined responsibility for the requisite action. The recommendations presented in this section must follow the evaluation questions.

4. EVALUATION DESIGN AND APPROACH

4.1. Tasks

ASSESS must perform the following tasks as part of this statement of work:

Draft evaluation design report

Develop the evaluation methodology

Deploy a field team

Collect the relevant data to inform the evaluation

Conduct oral debrief meetings with USAID on the preliminary findings of the evaluation

Host a learning workshop and develop a learning workshop report.

Draft Final Report

Submission of AOR approved a final report to the Development Experience Clearinghouse (DEC).

4.2. USAID Coordination

The evaluation team will work in conjunction with staff at the REGO/Regional Agriculture Office to plan and implement the proposed evaluation. USAID/WA and the Mission's evaluation team will be involved in the design, planning, and limited logistical support for the evaluation. Specific support to the team will include provisions of relevant program documents, technical briefings as needed; support in identifying appropriate people to contact; and appropriate logistical support as needed. Evaluation team members are expected to provide leadership and direction, as well as have the final responsibility for all evaluation duties and deliverables. Scheduled debriefings will provide an opportunity for USAID to determine the need for additional guidance and support.

4.3. Results: Deliverables and Outputs

ASSESS must furnish the following deliverables and reports:

4.3.1. Inception Report

The inception report must describe the conceptual framework the ASSESS will use to undertake the evaluation and the justification for selecting this approach. It must detail the evaluation methodology (i.e., how each question will be answered by way of data collection methods, data sources, and sampling). The

report must also contain a work plan, which indicates the phases in the evaluation with key deliverables and milestones. USAID/WA will review this report and ASSESS must receive approval from the AOR of the report before it begins implementing the evaluation plan. The inception report must clearly document and discuss how gender analysis will be integrated into the design of the evaluation.

The Inception Report must at least contain the following:

A standard USAID work plan, which indicates the phases in the evaluation with key deliverables and milestones, timelines and key personnel responsibility.

Complete set of evaluation questions and any necessary elaborations. Any questions added must be clearly indicated and any deleted questions must be mentioned with a reason as to their exclusion.

Discussion of the overall approach of the evaluation, highlighting the conceptual model(s) adopted. This must incorporate an analysis of the intervention logic of the program.

Discussion of risks and limitations that may undermine the reliability and validity of the evaluation results.

Specification of indicator, index, or indicators that must be used as a guide in answering each question.

Discussion of the data collection and data analysis methods that will be used for each question including limitations for each method. This must include the level of precision required for quantitative and qualitative methods and value scales or coding used for qualitative methods. The standard data collection methods for USAID evaluations are surveys, questionnaires, interviews, focus groups, document review, and observations.

Details for the key data sources that will be selected to answer each evaluation questions.

Explanation of how existing data will be incorporated and used to answer the evaluation questions.

Discussion of the sampling methods and details. This includes, as appropriate, area and population to be represented, the rationale for selection, mechanics of selection, sample size (for each unit of analysis), sample precision and confidence and limitations.

Summarized evaluation methodology in an evaluation planning matrix that must contain the following column headings: evaluation question, measure (s) or indicator(s), data collection method(s), data source, design strategy / framework for each question, sampling methodology, data collection instrument(s) for each question and data analysis methodology on each evaluation question.

Timeline showing the evaluation phases (data collection, data analysis, and reporting) with their key deliverables and milestones.

Specific responsibilities of each team member for each evaluation phase, including any changes in the evaluation team.

Discussion of logistics of carrying out the evaluation. This must include specific assistance that will be required from USAID, such as providing arrangements for key contacts within the Mission or partners organizations.

Appended draft instruments for data collection specific to questions and indicators in the evaluation.

4.3.2. Evaluation Methodology (submitted within the Inception report)

The performance evaluation must utilize the mixed methods research design employing both quantitative and qualitative methods to strengthen the validity of the findings and provide room for data triangulation. ASSESS must describe and document the methodological approach that will be used, and this should follow USAID Evaluation best practices. ASSESS will begin its data collection with a desk study of existing documents and information, followed by consultations with key stakeholders in the region to further refine and inform the implementation approach, which will be based on a consultative process.

Desk study: Review existing documents and information. Work with USAID/WA to acquire additional documents and information as needed, and prioritize primary data collection where gaps remain.

Internal Consultations: Meet or conference call with key stakeholders in West Africa for recommendations on specific areas of consideration. This is separate from the survey or interview process by which data may be collected among some of the same stakeholders.

This will be followed by interviews of WACPP staff, stakeholders, and beneficiaries in select programs in the four countries. List of potential stakeholders to be interviewed is attached as annex 3 named "National and Regional Data Sources".

External interviews and focus group discussions: In-person interviews and focus group discussions should be limited to individuals and organizations in the program's target countries, to be prioritized based on Mission and other stakeholder consultation, drawing from the range of stakeholders the program is engaged with.

Where a focus group is suitable, it may be appropriate to separate by gender or specific groups, or participants from different countries and/or organizations. Different types of questions will be tailored to the specific target stakeholder group. The data will be analyzed by using transcription and/or coding methods as appropriate. Targeted follow-up phone calls with stakeholders may also be utilized.

Surveys may be conducted with businesses/public regulatory officials/ scientists and other beneficiaries of technical assistance and market information.

Site visits to areas of WACPP activities will enable the evaluation team to meet with and interview direct program beneficiaries, verify activity outputs and outcomes, and observe first-hand program outcome.

Each approach has its strengths and limitations. ASSESS and the evaluation team must come-up with techniques and tools to limit at maximum bias linked to approaches weaknesses.

Methods	Strengths	Weaknesses
Desk study	Provide valuable information on substantive issues and generate a list of questions including key stakeholders that can be used in other methods. Help to focus efforts and prioritize issues and gaps	Time consuming Depends on resource availability Lack of consistent data collection Limited baseline data
Consultations	Provide valuable information on substantive issues and generate a list of questions including key stakeholders that can be used in other methods. Provide greater depth and insights and general surveys	Depends on availability of key stakeholders Need to consider time zone difference. Quality/reliability of data
Individual interviews	Potentially data rich, detailed answers; provides opportunity to review written documents/correspondences.	Might need to interview through translators (possible loss of meaning and data richness) Might have informants' bias

Methods	Strengths	Weaknesses
Focus group discussion	Can generate a range of ideas and responses. Can include a greater number of participants in less time and result in rich discussion.	Might need to conduct discussion through translators (possible loss of meaning and data richness) Some respondents may dominate in answering Informant bias

The model must include an evaluation framework and assessment tools for each evaluation question and highlight the conceptual model(s); specify the measurement criteria to be used to respond to each question. A desk top review of critical documentation must be done. The methodology must discuss any risks and limitations that may undermine the reliability and validity of the evaluation results.

In order to ensure the maximum value for learning and use, a description of the proposed evaluation methodology must include the following, at a minimum:

Methods of data collection: ASSESS must clearly describe the different methods and tools that will be utilized to collect both quantitative and qualitative data such as structured questionnaires for beneficiary interviews; analysis of secondary data/outputs from performance monitoring system, focus group interviews with beneficiary groups, key informant interviews with WACPP and USAID staff, government staff, community leaders and other stakeholders. ASSESS must disaggregate data by sex, where relevant and level of intervention (regional, country where available).

Sampling (where appropriate to the methodology used): ASSESS must propose how sampling will be done and propose the appropriate sample sizes required to ensure scientific rigor.

Data analysis: ASSESS must provide the plan for analysis of all qualitative and quantitative data collected.

4.3.3. Data Collection and Analysis

USAID requests that ASSESS complete the following table as part of its detailed design and evaluation plan.[9]

Evaluation question	Data source	Data collection method (including sampling methodology, where applicable)	Data analysis method

[9] Another format may be used if the table is not preferred, but any chosen format should contain all the information specified for each question.

All methodological limitations should be identified and explained. The solutions used to overcome these limitations should be introduced and described. The validity of the data and analytical outcomes should be discussed in the light of the above.

4.3.4. Initial Debriefing Meeting

Within seven working days of completing the field work, ASSESS should host a meeting with the AOR and the USAID/WA M&E staff to review findings and recommendations, and the draft PowerPoints for the Mission and Partner debriefings.

This meeting must provide a summary of any analytical results and discuss challenges, successes, and way forward. ASSESS must deliver an oral presentation of the evaluation findings, conclusions and recommendations for each question to USAID prior to finalizing the draft evaluation report. The team leader of the evaluation team will be required to routinely update the evaluation point of contact on the progress of the evaluation.

There must also be at least one phone conferences during the evaluation period. These will serve to update USAID/WA, to troubleshoot any issues and to ensure that the evaluation team is working in accordance with the work plan.

4.3.5. Draft Evaluation Report

ASSESS must submit a final evaluation report that is based on analyzed facts and evidence and fully addresses all the evaluation questions. The report must be no more than 40-50 pages in length (excluding annexes). If ASSESS needs to exceed this page limit to respond to the scope of work and information requested during the debriefings and reviews, the Officer responsible for the activity should be consulted. ASSESS must also submit an electronic version in an appropriate media including all tools and products of the evaluation, including instruments and data in data formats suitable for reanalysis. ASSESS must ensure that Appendix I of the USAID Evaluation Policy – Criteria to Ensure the Quality of the Evaluation Report is followed. This includes:

The evaluation report must represent a thoughtful, well-researched and well-organized effort to objectively evaluate what worked in the activity, what did not and why;

Evaluation reports must address all evaluation questions included in the scope of work;

The evaluation report should include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, evaluation questions, evaluation team composition, methodology or timeline need to be agreed upon in writing by the technical officer;

Evaluation methodology must be explained in detail, and all tools used in conducting the evaluation such as questionnaires, checklists, and discussion guides will be included in an Annex to the final report;

Evaluation findings will assess outcomes and impact on males and females;

Limitations to the evaluation must be disclosed in the report, with attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.);

Evaluation findings must be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings must be specific, concise and supported by strong quantitative or qualitative evidence;

Sources of information must be properly identified and listed in an annex;

Recommendations must be supported by a specific set of findings; and should be action-oriented, practical and specific, with defined responsibility for the action.

USAID/West Africa will provide written comments on the draft evaluation report within the schedule agreed to in the timeline. The draft report will be shared with selected regional partners and IFDC for their review and feedback.

4.3.6. Mission and IP/Stakeholder Debriefings

Debriefing with USAID: The team will present the major findings of the evaluation to USAID/West Africa through a PowerPoint presentation after submission of the draft report and before the team's departure. The debriefing will include a discussion of achievements and issues as well as any recommendations the team has for possible modifications to project approaches, results, or activities. The team will consider USAID comments and revise the draft report accordingly, as appropriate. The team must present the key findings, conclusions, and recommendations.

4.3.7. Submit Final Evaluation Report

The final evaluation report must contain the following sections:

Executive Summary: This section must be 3-5 pages in length and must summarize the purpose, project background, evaluation design and methodologies including main evaluation questions, key findings, conclusions, and recommendations and lessons learned from the evaluation.

Background: This section must provide a brief description of the project 1-2 pages that highlights the scope of the project, project development hypothesis, activities undertaken in the project, key impact indicators of the project and impact areas of the project. Other activities that complemented the project activities directly or indirectly in the intervention districts must also be highlighted.

Methodology and Limitations: This section must detail the methodology and related research protocols undertaken in conducting the evaluation, data collection, analysis, selection criteria/sampling, and related constraints or limitations encountered during the project implementation and evaluation (1-2 pages).

Findings: Empirical facts collected during the evaluation: This section must present findings from the evaluation (10-12 pages). The evaluation findings must be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions. The evaluation findings must assess key outcomes and impacts as structured around the organizational framework of the evaluation questions. The findings must be specific, concise and supported by strong quantitative and qualitative evidence analyzed through scientifically plausible methodologies. Sources of information used in arriving at the findings must be properly acknowledged and listed in an annex.

Conclusions (Interpretations and judgments based on the findings): Evaluation conclusions must be presented for each key finding (8 pages). The Conclusions must logically follow from the gathered data and findings. These must be explicitly justified. If and when necessary, the evaluator must state his/her assumptions, judgments and value premises so that readers can better understand and assess them.

Recommendations: This section must precisely and clearly present recommendations that must be drawn from specific findings (3-5 pages). The recommendations must be stated in an action-oriented fashion, must be practical, specific, and with defined responsibility for the requisite action. The recommendations presented in this section must follow the evaluation questions as the organizational framework.

References: This section should include all documents reviewed, including background documentation and records of technical data application and decision-making.

Annexes: These may include, but not limited to, statement of work, evaluation matrix and criteria, tools used in conducting the evaluation such as questionnaires, checklists, discussion guides, sources of information, references, data analysis tools and techniques, etc.

4.3.8. Learning Workshop and Report

In coordination with USAID and IFDC, and in support of Agency collaboration learning and adaption methodologies, ASSESS must organize a learning workshop and produce a learning report. The learning workshop will involve the use of West Africa Learning and Knowledge tool kit and processes. The focus of the workshop is to generate varied and diverse learning points including useful and actionable suggestions or proposals for addressing recurrent development challenges (based on the specific activity evaluation) in the regional context with the end goal being to enhance achievement of USAID objectives.

The workshop must bring together key stakeholders jointly identified by the evaluator, USAID and IFDC to stimulate discussion around the evaluation topic. The inclusion of a wide array of stakeholders is expected to bring to bear different contextual experiences to broaden the learning base, share best practices, exchange knowledge on critical activity lessons, evaluation results, discuss barriers, and recommend approaches to further enrich learning and the success of USAID activities. This will inform operational, tactical and strategic decisions into other on-going programs and the planning of future programs, as well as capture a broad array of stakeholder thought processes. The specific objectives of the learning event are:

To disseminate findings and recommendations from the evaluation;

To review in-depth the key lessons and their implication for programming; and

Most importantly, to engage stakeholders on the evaluation topic, to share lessons learned, barriers, successes, discuss recommendations and to generate a dialogue that captures stakeholder input, thoughts, and ideas on the technical approach used to achieve activity results as presented in the evaluation.

Capture specific, and actionable next steps used to inform how the learning captured in the evaluation will be applied, specifically, as it applies to the learning questions.

ASSESS will be responsible for documenting the learning points from the discussions and knowledge sharing. These will be appropriately captured in a learning report that will be shared with USAID, workshop participants and other targeted audiences no later than two-weeks after completion of the workshop. ASSESS will be responsible for all costs and logistics including but not limited to: invitations, agenda, facilitation, coffee breaks, lunch, appropriately marked materials and all other aspects for this all-day workshop. ASSESS, in coordination with the AOR, will manage all aspects to ensure a successful workshop, produce an event agenda, generate a list of invitees, produce all workshop materials, acquire a venue in Ouagadougou, Burkina Faso where there is more critical mass of stakeholders in the cotton industry. ASSESS must produce a workshop report that captures the learning dialogue, the discussion surrounding key findings, conclusions, and recommendations. The final AOR-approved report will, at a minimum, include an executive summary for the workshop, activity background, a workshop scope describing the reason for the workshop and transcribed discussions that provide details on the workshop proceedings focused on outcomes and takeaways surrounding the dialogue that ensues at the workshop.

The final version of the report must be submitted to USAID/WA electronically in Microsoft Word. The report should not be longer than be no longer than 40-50 pages (excluding table of contents, references, and annexes), written in English, single-spaced in Gils Sans MT, size 11 type font. If there is a need to exceed this page limit in order to respond to the scope of work and information requested during the debriefings and reviews, the Officer responsible for the activity should be consulted. All data, reports, and materials are to be surrendered and will remain the property of USAID.

Annex 2: The West African Cotton Value Chain

The West African Cotton Value Chain

West African economies, particularly those in the CFA Franc zone, Mali, Burkina Faso, Benin and Chad, the C-4 countries, are highly dependent on cotton for foreign exchange earnings, labour employment, and food security (Ferrigno et al., 2016). Cotton accounts for between 2.5 and 7% of GDP in these countries (Alston et al., 2007), generates about 60% of crop revenue and serves as the primary export crop accounting for the majority of agricultural export earnings in these C-4 countries (Baffes, 2004, 2007). It is cultivated together with other crops such as millet sorghum, maize, beans, yams, cassava, and vegetables by farming families. Cultivated for several generations and generating employment and incomes, cotton is the engine of economic development and the main source of income in rural areas. It contributes substantially to food security and poverty reduction in addition to contributing substantially to gross domestic product. Benin, Burkina Faso, Chad and Mali, which constitute the C-4, have strong dependence on the cultivation of cotton.

In West Africa, cotton value chain is one of the most structured sectors compared with food and other crops. Cotton farmers are generally smallholder farmers, organized as individual producers by associations, cooperatives at local and national levels. West African cotton sector has achieved significant growth since the 1960's primarily through crop intensification, instead of the traditional approach used by African farmers whereby production is increased by extensive land use

The West Africa cotton sector does not wield enough power to influence world prices. All actors are price-takers while cotton producers from developed regions are price-makers. There is a direct relationship between the world price of cotton and the purchase price farmers receive. This relationship is also influenced by the exchange rate. However, in spite of these deficiencies, the West Africa cotton sector has competitive advantages over other cotton-producing countries, particularly developed countries. Essentially rain fed, cotton production in Africa consumes less water, pesticides, and chemical fertilizers and has probably the best carbon footprint.

Production costs are lower than those in developed countries because the use of family and unpaid labor makes production labor intensive compared with the material-intensive production in the developed countries. Regardless of the production systems, manual harvesting is the best known approach to preserve the intrinsic qualities of cotton fiber compared to other forms of harvesting such as mechanical harvesting, although the yield is usually low (see Figure 13).

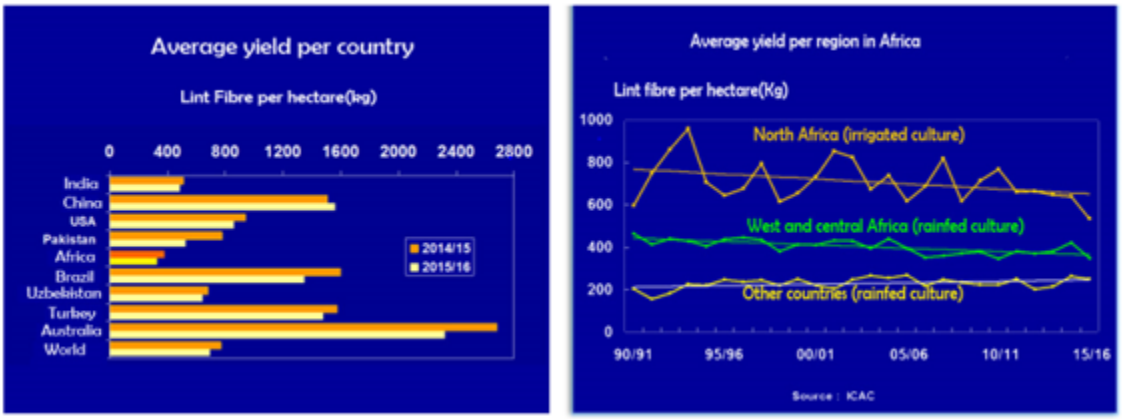


Figure 13: Cotton Yield Comparison

The sub region also faces significant pest problem, with climatic conditions favoring multiple pest generations per year and heavy pest densities. About 15% of cotton produced worldwide is lost to insect attack every year (Oerke, 2006, as cited in *IPBO, 2017*). In West Africa, the numbers are higher, with about 25-35% of cotton lost because of insects (Vitale et al., 2016 as cited in *IPBO, 2017*).

The main factors which influence cotton fiber cost in the C-4 countries are purchase prices of seed cotton, ginning efficiency, cost of land transport (distance, price tons/km), structural costs (permanent staff, etc.), seed yield and selling price, rate of utilization of ginnery capacity, rate of depreciation, interest rate and exchange rate between US Dollar and FCFA. Their vulnerability increases with the world price and exchange rate fluctuations because of their status as price-takers. Only 2 to 3 percent of cotton lint is processed regionally with the remaining sold in advance to traders or spinners.

Women's participation in activities along the cotton value chain has changed over time. However, West African countries have the worst record in terms of women's participation along the value chain compared to East, Central Africa and South Africa (ITC, 2011). Cotton production in the C-4 countries was dominated by women when the crop was produced mainly for local cloth production. This changed when the crop became a cash crop during the colonial era (*Isaacman and Roberts 2008* in Moseley and Gray, 2008). Currently, women's participation in the cotton value chain is restricted to the production stage where they supply a large proportion of unpaid labor (BCI, 2006), although, women could be seen hiring themselves out during the cotton harvesting period (Moseley and Gray, 2008). There is little participation at the other stages of the value chain. This is because women are plagued with a number of constraints such as difficulties in gaining access to input credit facilities, principally due to men's ownership of land and other assets, and hence struggle to achieve economic independence through cotton farming (AfDB, 2015 and 2016).

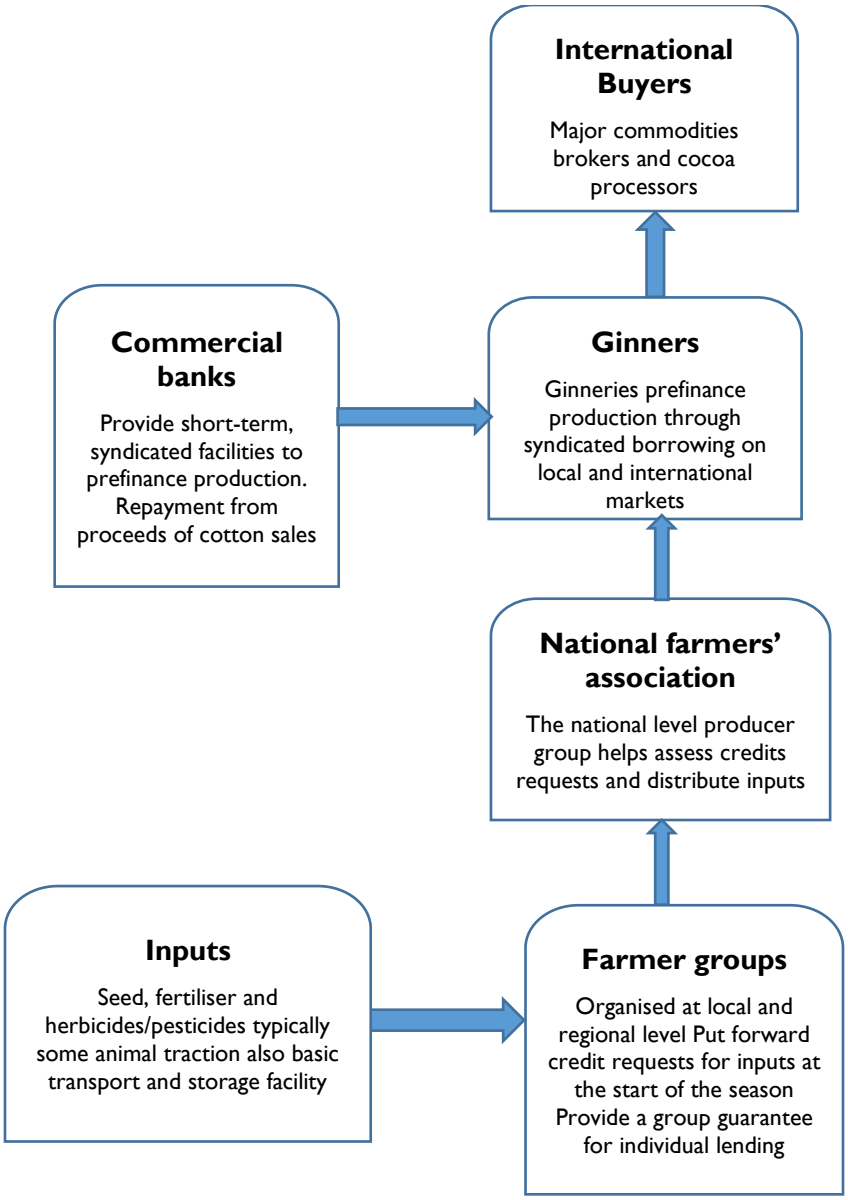


Figure 14: Typical West African Cotton Value Chain

Competitiveness of the WA Cotton Sector

The natural environmental conditions in the C-4 countries are less stressful for the cotton production than in many parts of the U.S. cotton belt (Estur, 2005). Cotton production in the C-4 is labor intensive, with manual or ox-drawn implements, and relatively few purchased inputs per ton of production, whereas in the U.S. production is capital intensive. For instance, cotton cultivation requires about 150 man-days per hectare (60 man days per acre), including 50 man days for hand-picking. On average, a grower harvests about one ton of seed cotton per season, equivalent to only 2 bales after ginning, compared with about 950 bales per farm in the U.S. in 2004/05.

The means by which cotton is harvested, manual in the C-4 countries and mechanical in the U.S., is critical for productivity, production costs, and fiber quality. Though cotton yield in Africa varies from 232 kg/ha in Nigeria to 1.5 tons/ha in Benin (FAOSTAT, 2010). Yields in Burkina Faso (1.3 tons/ha) and Benin compare favorably with the world average yield of about 1.5 tons/ha (International Cotton Advisory Committee, 2013).

Cotton produced in the C-4 countries is very competitive with U.S. cotton in terms of production costs and fiber quality. However, the price of the C-4 countries is discounted on the world market because of its contamination (Vitale et al, 2011). The export performance of the U.S. cotton industry is due to several factors including efficient marketing system and promotion programs, high industry standards, volume offered, wide range of qualities, year-round availability, reliability of deliveries, shipping efficiency, and fast and cheap transportation (Estur 2005; Makori, 2005). For most cotton farmers in C-4 countries, the net income from seed cotton (about 120,000 CFA francs or $240) is the only money they receive during the entire season, for a family of 6 to 8 people (Ferrigno et al., 2016).

The C-4 countries compete favorably with other African countries in terms of production costs. However the West and Central African countries have higher ginning costs (Tschirley 2009; Gergely et al. 2009). This is especially so in Mali where the machines are old and inefficient (Gergley 2009). Though the C-4 countries compete favorably with other African countries a number of problems such as lack of financial sustainability, low economic efficiency and stagnating productivity at the farm level plagued their development (Gergely, 2009; Labaste et al., 2009).

Though the cotton sector in West Africa is fraught with challenges, opportunities abound. African cotton growers rely on unpaid family labor and have almost no fixed costs. Purchased inputs costs account for most of their cash costs. Average cash costs amount to 75,000 CFA/ha ($ 63/ac) or 16 cents/lb, about 40% of gross income, significantly less than in the U.S. The cost of inputs is not paid upfront by farmers, and is deducted from the sales of seed cotton. The region's comparative advantage in the commodity is in large part what makes its farmers the most cost-efficient cotton producers in the world (Hussein, 2005). Production costs for a farmer in Benin are estimated to be around US$0.30/lb, whereas the cost for the average U.S. farmer is around US$0.68/lb (ICAC 2001, Gergley, 2009). Not only is labor cheaper in West Africa, but cotton produced there is also higher in quality because it is hand-picked and therefore "cleaner" than that picked mechanically. Secondly, Cotton in this region is also entirely rain-fed, whereas 55% of cotton area in the rest of the world is irrigated (Estur 2005).

Annex 3: Evaluation Matrix

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
Effectiveness	2. To what extent and how has established partnerships translated into benefits for cotton producers and processors? a. To what extent has the activity leveraged the right group of partners and networks in the region? b. What are the opportunities and constraints for these partnerships to have tangible benefits to project clients and stakeholders and why?	1. What are the partnerships established? With which organizations were these partnerships established?	Type of partnerships established Number of partnerships established Organizations involved in the partnerships (disaggregated by level of value chain)	Document review	Document Review Guide	Annual project reports, activity reports, MoUs signed, letters of implementation, partnership agreements	Exhaustive review of project documents	Content Analysis
		2. How appropriate are the partners and networks leveraged by the activity? Why are these organizations the most relevant ones or the right mix of partners? What is the value addition of each organization to the program?	Roles and mandate of partners and network in the region leveraged by the project Relevance of each partner organization to the program	Documentation review	Document Review Guide	Existing literature on all partner organizations,	Exhaustive review of available literature	Content Analysis, Comparative analysis,
				Interview	Interview Guide	Project Staff, producer organizations, extension services/NARs, private sector partners, regional economic organizations	Purposive and quota sampling	Descriptive analysis, Thematic analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
		3. What are the opportunities for these partnerships to have tangible benefits to project clients and stakeholders? Why? 4. What are the constraints for these partnerships to have tangible benefits to project clients and stakeholders? Why?	Opportunities for the partnerships to have tangible benefits to project clients and stakeholders Constraints for the partnerships to have tangible benefits to project clients and stakeholders Key success factors for the partnerships to have tangible benefits to project clients and stakeholders Number of times partnership processes were mentioned as reasons of disagreement	Documentation review	Document Review Guide, SWOT Analysis template	Existing literature on all partner organizations	Exhaustive review of available literature	Content Analysis, Comparative analysis, SWOT Analysis
				Interview	Interview Guide	Project Staff, producer organizations, extension services/NARs, private sector partners, regional economic organizations	Purposive and quota sampling	Descriptive analysis, Thematic analysis
		5. What benefits have been realized from the partnerships established for: i) cotton producers and ii) cotton processors?	Benefits resulting from the partnerships (disaggregated by type of beneficiary) Volume of transactions resulting from the partnerships (disaggregated by type of beneficiary) % of respondents reporting that they agree that established partnerships have translated into benefits for cotton producers and processors	Document Review	Document Review Guide	Annual project reports, activity reports, sales records of producers and processors	Exhaustive review of project documents and available documents at the producers and processors' levels.	Content Analysis
				Interview, Focus group discussion	Interview Guide	WACPP Staff, producer organizations, extension services/NARs, private sector	Purposive sampling	Descriptive analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
			List of facts supporting the statement			partners, regional economic organizations		
Effectiveness	3. How effective has WACPP been in increasing women's participation in the cotton sector as producers and processors and why?	1. What activities did WACPP implement towards increasing women's participation in the cotton sector? How effective were these activities? 2. To what extent did the project achieve its objectives in relation to increasing participation of women? 3. What factors (positive and negative) influenced the achievement of these objectives? 4. How has the number of women producers of cotton changed over time? How has the number of	Activity outputs: Planned targets vs achievements Number of women cotton producers supported by the project (disaggregated by year) Number of women cotton processors supported by the project (disaggregated by year) Positive factors influencing women's participation as producers Negative factors influencing women's participation as producers Positive factors influencing women's participation as processors Negative factors influencing women's participation as processors Level of participation of women at baseline Number of women cotton producers Number of women cotton processors Women as percentage of producers Women as percentage of	Document Review	Document Review Guide	Project's M&E data, Indicator performance tracking tables, annual project reports, M&E reports	Exhaustive review of project documents,	SWOT Analysis
				Interview, FGD	Interview guide	WACPP staff Processors, producers, producer organizations, private sector partners, Extension services/NARs	Purposive sampling	Content analysis Descriptive analysis Comparative analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
		women cotton processors changed over time? 5. How has the land area cultivated by women cotton producers changed over time?	processors Land area cultivated by women Tonnage of cotton produced by women Tonnage of cotton processed by women					
Effectiveness	4. To what extent did the project strengthen the competitiveness of the West African cotton sector? a. What were the favorable/limiting factors?	1. How did the project contribute to key areas of the cotton sector, necessary for competitiveness? i.e.: i) Price – decreased cost of production; increased production per unit of land (yield or land productivity); less use of manual labor per unit of land (labor productivity) ii) Quality – improved product quality; reduced post-harvest losses	Price - Price per bale of cotton Perception of beneficiaries (producers, processors) on cost of production - i.e. increased, decreased, same Market - Proportion of producers able to access to markets Perception of producers on the ease of accessing national markets Perception of producers on the ease of accessing regional markets Perception of producers on the ease of accessing international markets Quantity - Yield - kg/hectare (disaggregated by year	Document review	Document Review Guide	Project annual reports, records of producers and processors, value chain actors (producers, processors, etc.)	Review of sampled project documents,	Content analysis Descriptive analysis Comparative analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
		iii) Market – easy access to national, regional, and international markets iv) Quantity – increased output 2. How has west Africa's share of the world cotton market changed over time? 3. What were the favorable factors to the competiveness of the WA cotton sector? 4. What were the limiting factors to the competitiveness of the WA cotton sector? 5. Are there investment opportunities for women along the value chain?	West Africa share of the world cotton market Favorable factors of competitiveness Limiting factors of competitiveness Number of investment opportunities Sources of capital available to women	Interview	Interview guide	WACPP Staff, producer organizations, private sector partners, regional economic organizations	Purposive sampling	Descriptive analysis, Thematic analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
Effectiveness	5. What were the positive or negative unintended effects of the program?	1. What were the unintended effects (positive and negative) of the program in relation to: i. Promoting agricultural productivity (IR 1) ii. Strengthening partnerships (IR 2) iii. Social and economic empowerment of women producers and processors (IR 3) 2. Besides the planned effects, what other effects (positive and negative) did the program have on beneficiaries? 3. Besides the planned effects, what other effects (positive and negative) did the program have on regional and national actors and stakeholders? 4. What were the other unintended	List of positive unintended effects List of negative unintended effects Project staff's perspective on factors that accounted for the unintended effects Stakeholders' perspective on factors that accounted for the unintended effects	Document review	Document review guide	Annual and quarterly project reports	Exhaustive review of project documents and available documents at stakeholders level	Descriptive analysis, Thematic analysis, Comparative analysis
				Interview, Focus Group Discussion	Interview guide	WACPP Staff Beneficiaries Stakeholders (regional, national actors) Extension services, regional economic organizations, private sector partners, NARs,	Purposive and quota sampling	Descriptive analysis, Thematic analysis, Comparative analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
		effects (positive and negative) of the program?						
Sustainability	1. What evidence is there of adoption of new/improved technologies, as per IR 1? a. What evidence is there that the adoption of new technologies has led to increased agricultural productivity? b. What are the factors (positive and negative) affecting the relationship between the adoption of technologies and agricultural productivity?	1. What new/improved technologies were developed and disseminated/transferred by the project?	Number of new/improved technologies developed by the project (disaggregated by type) Number of new/improved technologies disseminated by the project (disaggregated by type) Number of trainings organized to transfer knowledge on new/improved technologies (disaggregated by type of technology) Number of field demonstrations organized to transfer knowledge on new/improved technologies (disaggregated by type of technology) Number of farmers receiving training on new technologies (disaggregated by sex, type of technology) Number of extension agents trained to transfer knowledge to farmers (disaggregated by sex and type of technology) Number of organizations receiving assistance to	Document Review	Document Review Guide	Annual project reports, work plan (Y1 - Y4), Activity reports, Training reports, MoUs and agreements signed with sub-grantees	Exhaustive review of project documents	Content analysis Descriptive analysis Comparative analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
			promote new technologies (disaggregated by type of organization, type of technology, type of assistance)					
		2. What strategy did the project use to disseminate the new technologies to project beneficiaries? How did the project transfer knowledge on the new technologies to the	Documented project strategy for disseminating new/improved technologies Actual strategy used in disseminating the new/improved technologies	Document Review	Document Review Guide	Project annual reports, records of producers and processors, value chain actors (producers, processors, etc.)	Exhaustive review of relevant project documents	Content Analysis, Comparative analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
		different levels of beneficiaries?		Interview, Focus Group Discussion	Interview guide,	WACPP Staff, producers and producer organizations, Extension service agents/NARs)	Purposive sampling	Descriptive analysis, Thematic analysis
		3. What are the new/improved technologies that have been adopted by program beneficiaries? What percentage of respondents adopted the new/improved technologies?	Number of new/improved technologies adopted (disaggregated by type of technology) Number of new/improved technologies used by beneficiaries (first use) Number of new/improved technologies re-used/replicated by beneficiaries (disaggregated by type of technology) % of respondents who have ever used new/improved technologies (disaggregated by type of technology) Adoption rate (% of respondents who have continuously used technologies)	Document Review, review of purchase lists	Document Review Guide	Program M&E database, Annual and quarterly project reports, field reports	Exhaustive review of relevant project documents	Content Analysis
				Interview, Focus Group Discussion	Interview guide	Beneficiaries (producers, extension service agents/ NARs, processors, local manufacturers, importers)	Purposive sampling	Descriptive analysis, Thematic analysis
		4. What are the productivity levels of producers who have adopted the new/improved technologies?	Quantity (yield of cotton, rotational crops) produced per hectare per planting season	Document Review	Document Review Guide	Project M&E database, annual reports, Farm records of producers and processors	Exhaustive review of farm records and relevant project documents	Content Analysis

Evaluation Criteria	Evaluation Question	Sub-Question	Indicators/ Variables to be Measured	Data Collection Method	Data Collection Tool	Data Source	Sampling Or Selection Criteria	Data Analysis Method(s)
			% of respondents reporting increase in farm yields	Interview	Interview guide	Beneficiaries (Producers, producer organizations, processors)	Purposive sampling	Descriptive analysis, Thematic analysis
		5. What is the relationship between the adoption of technologies and agricultural productivity?	Relationship between adoption and agricultural productivity	Review of agricultural productivity levels of beneficiaries who adopted new technologies	Document Review Guide	Farm and sales records of beneficiaries who have adopted new technologies,	Purposive sampling	Comparative Analysis, Trend Analysis
		6. What are the factors (positive and negative) affecting the relationship between adoption of technologies and agricultural productivity?	Positive factors influencing the relationship between adoption and agricultural productivity	Interview, Focus Group Discussion	Interview guide	Program beneficiaries and partners	Purposive sampling	Descriptive analysis, Thematic analysis

Annex 4: Tools for Data Collection

Annex 3.1: Key Informant Interviews and Focus Group

KEY INFORMANT INTERVIEW & FOCUS GROUP DISCUSSIONS					
Name of Stakeholder					
Interview Date (DD-MM-YYYY)		Start Time (HH:MM)		End Time (HH:MM)	
Name of Key Participant					
Questions	Answer Summary *(Relevant to the Evaluation)*			Ranking and Analyses by Evaluation Team *(Highlighting the Evaluation Question Corresponding to the answer)*	
Describe role of stakeholder in WACPP					
What evidence is there of adoption of new/improved technologies, as per IR 1?					
How did you learn about WACCP?					
How long (years) have you been involved in WACPP? *[Provide the minimum, maximum, mode, and average years]*					
Do you know of any new technologies from WACPP that is applicable to your cotton activities? Name/List these technologies *[Count the number of respondents in the group who know of any new technology in the group]*	Type of Technology	Number of respondents who KNOW of this Technology			
How did you get to know of these technologies?					
Which of these technologies were you <u>trained</u> on how to use them? *Rate (1-5; 1 being the least and 5 being the highest) the extent of training provided*	Type of Technology	Trained/Not Trained) Check appropriately	Extent of Training (1-5)		

KEY INFORMANT INTERVIEW & FOCUS GROUP DISCUSSIONS				
Name of Stakeholder				
Which of the technologies you were trained have you used it? *[Count the number of respondents in the group who have used the technology]*	Type of Technology	Number of respondents who USE of this Technology		
How often do you use these technologies in the last five years? *[Count the number of respondents in the group according to the frequency of use]*	Type of Technology	Frequency of Use *1 – Always since trained* *2 – Somewhat since trained* *3 – Never since trained*	Number of respondents	
For respondents who continued using the new technology Why have you continuously used it?				

KEY INFORMANT INTERVIEW & FOCUS GROUP DISCUSSIONS			
Name of Stakeholder			
For respondents who use the new technology infrequently or does not use it at all: If you stopped using it, why did you do stop?			
Which of these new technologies are you likely to use after 2018? *[Count the number of respondents in the group who will continue using the technology after 2018]*	Type of Technology	Number of respondents likely to use in 2018	
Which of these new technologies have you used on other crops or factories or enterprises? *[Count the number of respondents in the group who have used the technology on other farms]*	Type of Technology	Number of respondents applying technology on other farms	
Rate this statement: The use of these technologies has led to an increase in cotton productivity production?	Type of Technology	Number of respondents	
	Strongly agree		
	Agree		
	Neither agree nor disagree		
	Disagree		
	Strongly disagree		
Have you ever modified a piece of equipment to use on your farm or factory?			

KEY INFORMANT INTERVIEW & FOCUS GROUP DISCUSSIONS		
Name of Stakeholder		
Have you been engaged in organic production of cotton?		
15b. Advantages of organic cotton		
15c. Disadvantages of organic cotton		
Have you adopted integrated pest management on your cotton farm?		
15b. How effective on a scale of 1to 5 is IPM?		
Have you tested your soil?		
16b. Where did you test it?		
16c. What elements?		
Have you adjusted your fertilizer levels according to your soil test?		
Have you ever used GMO cotton seeds?		
To what extent and how has established partnerships translated into benefits for cotton producers and processors?		
Which institutions/programs do your organization or association partner with?		
What kind of services or technologies do you receive from these institutions or programs?		

KEY INFORMANT INTERVIEW & FOCUS GROUP DISCUSSIONS			
Name of Stakeholder			
How relevant are these services or technologies to you as cotton producers?			
How relevant are these services or technologies to you as cotton processors?			
How effective has WACPP been in increasing women's participation in the cotton sector as producers and processors?			
QUESTION 23-27: FOR FARMER GROUPS ONLY			
How has the number of women producing cotton on their own farms changed in the last five years? *[Count the number of respondents who answered Increase, Decrease, and no Change]*	Response	Number of responses	
	Increase		
	Decrease		
	No Change		
Reason for the highest response rate to the question above What are the reasons for the change/no change in the number of women producing cotton on their own farms has in the last five years			
Do you think the sizes of farm cultivated by women has changed in the last five years? *[Count the number of respondents who answered Increase, Decrease, and no Change]*	Response	Number of responses	
	Increase		
	Decrease		
	No Change		

KEY INFORMANT INTERVIEW & FOCUS GROUP DISCUSSIONS			
Name of Stakeholder			
Reason for the highest response rate to the question above What are the reasons for the change/no change in the sizes of farm cultivated by women in the last five years?			
What has the WACPP done to support women cotton producers?			
Did you use any of the WACPP technology on other crops? If yes please which ones?			
What did you notice about the performance of these crops through the use of technology?			
Do you have any suggestions for cotton-related crops?			
QUESTION 28-32: FOR PROCESSOR GROUPS ONLY			
Do you think the number of women cotton processors has changed in the last five years? *[Count the number of respondents who answered Increase, Decrease, and no Change]*	Response	Number of responses	
	Increase		
	Decrease		
	No Change		
Reason for the highest response rate to the question above What are the reasons for the change/no change in the number of women cotton processors in the last five years?			
Do you think the tonnage of cotton processed by women has changed in the last five years	Response	Number of responses	
	Increase		
	Decrease		
	No Change		

KEY INFORMANT INTERVIEW & FOCUS GROUP DISCUSSIONS			
Name of Stakeholder			
Reason for the highest response rate to the question above What are the reasons for the change/no change in the tonnage of cotton processed by women in the last five years			
What has the WACPP done to support women cotton processors?			
QUESTION 33-36: FOR KEY INFORMANTS ONLY NOT FOR GROUPS			
How has the output (tonnage) of cotton processed by women cotton processors changed over time? Is it increasing or decreasing or not changing at all. And what are the reasons			
What has the WACPP done to support women in the cotton value chain?			
What role do you foresee that women play in the cotton industry in the future?			
What are the constraints that impede women's participation in the value chain?			
To what extent did the project strengthen the competitiveness of the West African cotton sector?			
How easy was it for you to sell your cotton in 2013?	Response	No. of respondents	
	Very Easy		
	Easy		
	Neither easy nor difficult		
	Difficult		
	Very Difficult		
If majority said easy and very easy, ask why?			
If majority said difficult and very difficult, why?			

KEY INFORMANT INTERVIEW & FOCUS GROUP DISCUSSIONS			
Name of Stakeholder			
How easy was it for you to sell your cotton in last season?	Response	No. of respondents	
	Very Easy		
	Easy		
	Neither easy nor difficult		
	Difficult		
	Very Difficult		
If majority said easy and very easy, ask why?			
If majority said difficult and very difficult, ask why?			
What were the positive or negative unintended effects of the program?			
What other things have you learnt or gained from working with WACPP?			
What problems or challenges have you faced from working with WACPP?			

Annex 3.2: Regional and Research Institutions and NGOs

Regional Institution ☐ Research Institution ☐ NGO ☐ Others_____

REGIONAL & RESEARCH INSTITUTIONS (UEMOA, ECOWAS, CILSS, CORAF, ROPPA, IER, CRA, ITRAD), & NGOs					
Name of Stakeholder					
Interview Date (DD-MM-YYYY)		Start Time (HH:MM)		End Time (HH:MM)	
Name of Key Participant					
Questions	Answer Summary *(Relevant to the Evaluation)*			Ranking and Analyses by Evaluation Team *(Highlighting the Evaluation Question Corresponding to the answer)*	
What evidence is there of adoption of new/improved technologies, as per IR 1?					
How will you describe your role as a stakeholder in the WACPP?					
What technologies have you developed?					
Did you already have on the shelf transferable technologies before the project began that you extended to farmers and processors?					
Do you know of any new technologies that were transferred to farmers and processors in the cotton value chain in relation to the WACPP? Can you name or describe them?					
If YES, how did you get to know of these technologies?					
Was your institution involved in the development or promotion of any technology initiated or promoted by WACPP? Can you name or describe these technologies?					
Did you have agreement with WACPP on the strategy for transferring the developed technologies? Was this strategy documented?					
What challenges did you encounter, transferring the developed technologies to the users? How did you address these challenges?					

REGIONAL & RESEARCH INSTITUTIONS (UEMOA, ECOWAS, CILSS, CORAF, ROPPA, IER, CRA, ITRAD), & NGOs		
Name of Stakeholder		
Were there specific policies, directives, activities that were suggested to you by WACPP?		
If YES, what are these policies, directives, or activities?		
Which of these policies, directives, or activities did you implement?		
Did you achieve the intended goal/purpose for these policies, directives or activities? If you have not yet achieved them do you think you will achieve them?		
Is it likely that you will continue implementing these policies, directives, or activities after 2018?		
To what extent and how has established partnerships translated into benefits for cotton producers and processors? What are the opportunities and constraints for these partnerships to have tangible benefits to project clients and stakeholders and why?		
Is there a partnership between this institution and WACPP? What kind of partnership is it? And how is this partnership operationalized?		
Have you partnered with other organizations/institutions within the framework of WACPP to achieve the goals of WACPP?		
If YES why are these organizations/institutions the most relevant type of partners?		

REGIONAL & RESEARCH INSTITUTIONS (UEMOA, ECOWAS, CILSS, CORAF, ROPPA, IER, CRA, ITRAD), & NGOs			
Name of Stakeholder			
Are there other organizations WACPP must partner to have more tangible benefits to project beneficiaries and stakeholders? Name these partners. Why are these partners relevant?			
To what extent has these missing partners affected the achievement of WACPP outcomes and goals?			
What value have you added to WACPP since becoming a partner?			
What is the limitation of this partnership?			
What problems have you encountered in executing this partnership?			
<u>Rate this statement:</u> Our partnership with WACPP led to benefits for cotton producers and processors	Response	Check Appropriately	
	Strongly disagree	☐	
	Disagree	☐	
	Neither disagree nor agree	☐	
	Agree	☐	
	Strongly agree	☐	
What are your reasons for your response to the question above?			
What should be done to make this partnership work better or more effectively?			
How effective has WACPP been in increasing women's participation in the cotton sector as producers and processors?			
How has the <u>number of women</u> cotton farmers changed over time? Is it increasing or decreasing or not changing at all. And what are the reasons?			

REGIONAL & RESEARCH INSTITUTIONS (UEMOA, ECOWAS, CILSS, CORAF, ROPPA, IER, CRA, ITRAD), & NGOs		
Name of Stakeholder		
How has the farm sizes cultivated by women cotton farmers changed over time? Is it increasing or decreasing or not changing at all. And what are the reasons?		
How has the number of women cotton processors changed over time? Is it increasing or decreasing or not changing at all. And what are the reasons?		
How has the output (tonnage) of cotton processed by women cotton processors changed over time? Is it increasing or decreasing or not changing at all. And what are the reasons?		
How has gender balance changed among the staff of cotton processors in the sector?		
What can be done to improve the inclusion of women in the cotton processing sector?		
As a partner, what do you think WACPP has done to increase women's participation in the cotton value chain?		
To what extent did the project strengthen the competitiveness of the West African cotton sector?		
How easy was it for cotton farmers to sell their cotton in the last season compared with 2013?	Response	Check Appropriately
	Very Easy	☐
	Easy	☐
	Neither easy nor difficult	☐
	Difficult	☐
	Very Difficult	☐
What are your reasons for the above response?		
How has West Africa's share of the world cotton market changed over time?		

REGIONAL & RESEARCH INSTITUTIONS (UEMOA, ECOWAS, CILSS, CORAF, ROPPA, IER, CRA, ITRAD), & NGOs			
Name of Stakeholder			
What are the current factors that makes the West Africa cotton sector competitive?			
What are the current factors that limit the competitiveness of the West African cotton sector?			
Are there investment opportunities for women along the value chain? What are these?			
Do you think that WACPP activities have strengthened the competitiveness of the West African cotton sector?	Response	Check Appropriately	
	Yes	☐	
	Not Sure	☐	
	No	☐	
What are the reasons for your response above? Provide specific examples of activities you think might have contributed to this.			
What were the positive or negative unintended effects of the program?			
What other things have you gained from your partnership with WACPP that was not planned for initially?			
What problems or challenges have you faced from your partnership with WACPP?			
Are other partners aware of the benefits of developing relationship with producers and other market participants in the value chain?			

Annex 3.3: Implementing Partners

IFDC ☐ WACPP ☐ CP ☐ ICRA ☐

IMPLEMENTING PARTNERS (IFDC, WACPP, CP, ICRA)					
Name of Stakeholder					
Interview Date (DD-MM-YYYY)		Start Time (HH:MM)		End Time HH:MM)	
Name of Key Participant					
Questions	Answer Summary *(Relevant to the Evaluation)*			Ranking and Analyses by Evaluation Team *(Highlighting the Evaluation Question Corresponding to the answer)*	
What evidence is there of adoption of new/improved technologies, as per IR 1?					
What was the general strategy adopted to implementing WACPP?					
What is WACPP's definition of new/improved technology for "increased agricultural productivity"?					
What new/improved technologies were <u>developed</u> under WACPP for stakeholders with the aim of achieving increased agricultural production and productivity?	Stakeholder	Technologies Developed			
	Farmers & Farmer Groups				
	Processors & Processor Groups				
	Research Institutes				
	Regional Institutions				
	NGOs				
	Other government institutions/agencies				
Which of these new/improved technologies were <u>transferred</u> to stakeholders?	Stakeholder	Technologies Transferred			
	Farmers & Farmer Groups				
	Processors & Processor Groups				
	Research Institutes				
	Regional Institutions				
	NGOs				

IMPLEMENTING PARTNERS (IFDC, WACPP, CP, ICRA)				
Name of Stakeholder				
	Other government institutions/agencies			
Please give the feedback on the effects of the technology.				
Which of these new/improved technologies transferred were <u>used</u> by the intended stakeholders in or to support the production/productivity of cotton? *Rate (1-5; 1 being the least and 5 being the highest) the extent to which each technology transferred to stakeholders was used.*	Type of Technology Used	Stakeholder Using the Technology	Extent of Use (1-5)	
Please give the feedback on the effects of the technology.				
Which these new/improved technologies <u>useful in increasing agricultural production/productivity</u>? *Rate (1-5; 1 being the least and 5 being the highest) the usefulness of the technologies in increasing agricultural production/productivity.*	Type of Technology Useful in increasing agricultural production/productivity	Stakeholder Using the Technology	Usefulness of technology (1-5)	
Which of these technologies have been <u>replicated</u> by users/stakeholders? *Rate (1-5; 1 being the least and 5 being the highest) the extent of replication by users/stakeholders.*	Type of Technology replicated by users/stakeholders	Stakeholder Replicating the Technology	Extent of replication (1-5)	

IMPLEMENTING PARTNERS (IFDC, WACPP, CP, ICRA)				
Name of Stakeholder				
Is it likely that you will continue using it after 2018?				
Which of the technologies you think will be used after 2018?				
a. To what extent has the activity leveraged the right group of partners and networks in the region? b. To what extent and how has established partnerships translated into benefits for cotton producers and processors? What are the opportunities and constraints for these partnerships to have tangible benefits to project clients and stakeholders and why?				
How many partnerships did WACPP establish with institutions? Name the institutions involved.				
What was the rationale for selecting or partnering with each of these institutions?				
Do you think that the criteria used for selection at the initiation of the project is still valuable today?				
To what extent have these partners performed their expected roles in the implementation of the project?				
15b. Please rate the performance using a scale of 1 to 5; 1 being the highest.				
Did all the partnerships work as planned? Which ones did not work and why?				
What challenges or constraints did you encounter in your work with these partners?				
Are there other organizations WACPP must partner to have more tangible benefits to project beneficiaries and stakeholders? Name these partners. Why are these partners relevant?				
To what extent has these missing partners affected the achievement of WACPP outcomes and goals?				

IMPLEMENTING PARTNERS (IFDC, WACPP, CP, ICRA)			
Name of Stakeholder			
How can an organization become a partner of WACPP?			
What is the value added to WACPP of having a given organization as a partner?			
What are the problems of having a given organization as a member?			
To what extent does failing to partner with certain key actors affect the WACPP outcomes?	Response	Check Appropriately	
	Very High	☐	
	High	☐	
	Neutral	☐	
	Low	☐	
	Very Low	☐	
What is your reason for the response above?			
Are there organizations receptive to the development of partnerships with WACPP?			
What benefits have been realized from the partnerships established for cotton producers?			
What benefits have been realized from the partnerships established for cotton processors?			
How effective has WACPP been in increasing women's participation in the cotton sector as producers and processors?			
How has the number of women cotton farmers changed over time? Is it increasing or decreasing or not changing at all (provide average figures). And what are the reasons?			
How has the farm sizes cultivated by women cotton farmers changed over time? Is it increasing or decreasing or not changing at all (provide average figures). And what are the reasons?			

IMPLEMENTING PARTNERS (IFDC, WACPP, CP, ICRA)			
Name of Stakeholder			
How has the number of women cotton processors changed over time? Is it increasing or decreasing or not changing at all (provide average figures). And what are the reasons?			
How has the output (tonnage) of cotton processed by women cotton processors changed over time? Is it increasing or decreasing or not changing at all (provide average figures). And what are the reasons			
What WACPP has done to increase women's participation in the cotton value chain?			
Are there criteria to be met by a training module so that it is considered as gender sensitive? If Yes, what are these criteria?			
What are the steps to be taken to establish a national advisory committee?			
When were these committees established?			
If these committees were established by WACIP, what did WACPP bring to them?			
Do women own the land? What is the land holding status?			
What did WACPP do to influence the land adjudication process?			
To what extent did the project strengthen the competitiveness of the West African cotton sector?			
How easy was it for cotton farmers to sell their cotton in the last season compared with 2013?	Rating	Check Appropriately	
	Very Easy	☐	
	Easy	☐	
	Neither easy nor difficult	☐	
	Difficult	☐	

IMPLEMENTING PARTNERS (IFDC, WACPP, CP, ICRA)			
Name of Stakeholder			
	Very Difficult	☐	
What are your reasons for the above response?			
How has West Africa's share of the world cotton market changed over time?			
What are the current factors that makes the West Africa cotton sector competitive?			
What are the current factors that limit the competitiveness of the West African cotton sector?			
Are there investment opportunities for women along the value chain? What are these?			
Do you think that WACPP activities have strengthened the competitiveness of the West African cotton sector?	Response	Check Appropriately	
	Yes	☐	
	Not Sure	☐	
	No	☐	
What are the reasons for your response above? Provide specific examples of activities you think might have contributed to this.			
What were the positive or negative unintended effects of the program?			
What other things have you gained from your partnership with WACPP that was not planned for initially?			
What problems or challenges have you faced from your partnership with WACPP?			
Are other partners aware of the benefits of developing relationship with producers and other market participants in the value chain?			

Annex 3.4: Monitoring and Evaluation Checklist

Monitoring and Evaluation System Checklist

No.	Item	List of Documents verified	Summary of Findings
ADOPTION			
	Project developed new/improved technologies.		
	Project developed strategies to transfer new/improved technologies to users/stakeholders		
	New/improved technologies were transferred to users/stakeholders.		
	New/improved technologies were used in cotton production/processing.		
	Feedback from users regarding the usefulness/relevance of the new/improved technologies		
	Products and services used and replicated by users/stakeholders		
	Proof for establishing demonstration farms		
PARTNERSHIP			
	Number of partnerships formed and names of partners		
	Partnerships formal		
	Extent of partners involvement in WACPP activities		
WOMEN INVOLVEMENT			
	Gender strategy for involving women in the cotton value chain exists		
	Gender strategy was followed/implemented		
	Women participation in the cotton value chain has increased		
	Comprehensiveness of the list of women entrepreneurs		
COTTON COMPETITIVENESS			
	Documented strategies exist and were followed		
	Studies have been conducted to influence strategies		
EXTERNALITIES			
	Project track unintended consequences (positive or negative) of its actions		

Annex 3.5: Partners and Partnerships

PARTNERSHIP DEVELOPMENT AND IMPACT OF PLANNED ACTIVITIES									
Name of Stakeholder									
Interview Date (DD-MM-YYYY)			Start Time (HH:MM)			End Time (HH:MM)			
Name of Key Participant									
Partnership starting date:									
Goal of planned activity:									
Purpose of planned activity:									
MOU LOA/Signed:									
Period of execution:	Starting Date				Ending Date				
Stage of participation and intervention in the cotton value chain:									
Indicate major contribution to the value chain of cotton:									
Money allocated under MOU:									
I. Partnership developed and planned activities									
Planned activity	*Other Co-operating partner*	*Relationship developed with cooperating partners.*	*Scale of 1 to 5* (5 being the highest and 1 the lowest), *how did the requested activity under IFDC/MOU/LOA fit into your current program*	*Problems encountered in planned activity execution*	*Changes made to your plans to accommodate planned activities*	*Impact or of planned activities on Beneficiaries*	*Means of measuring the effect or impact*	*On a scale of 1 to 5 indicate the possibility that this activity will be incorporated into your program at the end of funding period*	
II. Technology developed under MOU agreement 2014 to 2018									
No.	*Technology developed*	*Year of develop ment*	*Stage of develop ment*	*Tested on Farmers fields or business enterprises (1=yes; 2=no; 3= don't know; 9=N/A*	*Technical appropriateness (Using a scale of 1 to 5)* (5 being the highest and 1 the lowest)	*Economic effectiveness (Using a scale of 1 to 5)* (5 being the highest and 1 the lowest)	*Farm or enterprise appropriateness (Using a scale of 1 to 5)* (5 being the highest and 1 the lowest)	*Comments from potential users (Usefulness, appropriateness, effectiveness, efficiency)*	

III. Technology transferred 2014 to 2018

No.	*Technology transferred*	*Developed, already on shelf or modified 1=Developed 2=Off-the-shelf 3=From outside source*	*Source of technology 1=Own shop 2=Imported 3=Imported or borrowed and modified 4=Other*	*Field tested 1=Yes 2= No 3=Don't know*	*Method of diffusion: 1=media; radio television; 2=Newspaper posters; 3=word of mouth; 4=meetings; 5=other*	*Technical appropriateness (Using a scale of 1 to 5)*	*Economic effectiveness (Using a scale of 1 to 5)*	*Farm or enterprise appropriateness(Using a scale of 1 to 5)*	*Effect on farm or business enterprise(Using a scale of 1 to 5)*	*Technology impact on farm or business (Levels of adoption (1=very high;2=high;3=average;4=low*	*Comments from users*

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Program Description USAID/ West Africa;Regional Agricultural Office

USAID (2013b) USAID helps improve cotton farmers' incomes and food security; US Agency for International Development;

Annex 6: WACPP Performance Indicator Table

Intermediate Result (IR) 1: Support for increased agricultural productivity promoted through regional and national actors and stakeholders

		2015		2016		2017	
		Target	Actual	Target	Actual	Target	Actual
# of technology modules / packages promoted by the project or its regional partners as a result of United States Government (USG) assistance		9	9	10	7	8	14
# of best practices to support increased agricultural productivity for which action plans were elaborated for dissemination		n/a	n/a	5	4	9	6
# of individuals who have received USG-supported short-term agricultural sector productivity and food security training	Male	697	535	373	715	n/a	10997
	Female	123	96	70	706	n/a	675
	Total	820	631	443	1421	13654	11672
# of people using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance	Male	n/a	n/a	n/a	n/a	n/a	7014
	Female	n/a	n/a	n/a	n/a	n/a	56
	Total	n/a	n/a	n/a	n/a	7000	7070
# of methods/channels used by the project or its partners for modules / technologies / package dissemination as a result of USG assistance	Innovative platform	n/a	n/a	n/a	n/a	4	0
	Forum/workshop	n/a	n/a	n/a	n/a	34	25
	Multimedia	n/a	n/a	n/a	n/a	29	3
	Website	n/a	n/a	n/a	n/a	3	1
	Others	n/a	n/a	n/a	n/a	3	9
	Total	n/a	n/a	7	7	73	38
# of for-profit private enterprises, producer organizations, water user associations, women's groups, trade and business associations, and community-based organizations (CBOs) that applied improved organizational-level technologies or management practices with USG assistance	Total	n/a	11	11	11	14	13
	producer's organizations	n/a	7	7	7	7	7
	trade and business associations	n/a	0	0	0	2	2
	women's group	n/a	1	1	1	1	1
	Private enterprise	n/a	3	3	3	4	3

Intermediate Result (IR) 2: Partnerships that support cotton sector development are strengthened

		2015		2016		2017	
		Target	Actual	Target	Actual	Target	Actual
# of advocacy / sensitization material and policy briefs produced to create an enabling environment to improve food security as a result of USG assistance		n/a	n/a	3	3	7	2
# of organizations receiving modules / materials developed as a result of USG assistance		n/a	14	66	94	234	201
# of public/private institutions and civil society organizations (CSOs) attending regional conferences of relevance to the agriculture or cotton sectors as a result of USG assistance		n/a	122	209	540	208	206
# of food security private enterprises (for profit), producer organizations, water user associations, women's groups, trade and business associations, and community based organizations (CBOs) receiving USG assistance	Total	16	11	11	12	11	11
	producer's organizations	9	7	7	7	6	6
	trade and business associations	6	3	0	0	1	1
	women's group	1	1	1	1	1	1
	Private enterprise	0	0	3	4	3	3
# of institutions trained by regional partners as part of the scaling up of project achievements		n/a	n/a	n/a	11	200	10
# of regional or national actors collaborating with the (USAID C4CP) project to address challenges and create an enabling environment in the cotton sector	Total	n/a	32	60	66	80	82
	Soil health study	n/a	4	8	10	12	11
	Dissemination of technical packages	n/a	14	22	22	25	27
	Gender issues	n/a	14	21	21	24	24
	Market linkages	n/a	0	1	2	2	2
	Knowledge brokering / sharing	n/a	0	5	5	8	8
	Others	n/a	0	3	6	9	10
# of meetings and events at the national or regional level to which the project has participated and contributed	Total	n/a	n/a	n/a	n/a	24	32
	Soil health	n/a	n/a	n/a	n/a	4	4
	Gender issues	n/a	n/a	n/a	n/a	5	5
	Market linkages	n/a	n/a	n/a	n/a	2	3

		2015		2016		2017	
		Target	Actual	Target	Actual	Target	Actual
	Ginning operation	n/a	n/a	n/a	n/a	2	0
	Agricultural policy	n/a	n/a	n/a	n/a	9	15
	Others	n/a	n/a	n/a	n/a	2	5
# of requested trainings or solicited support by the project partners with whom agreements have been concluded for the scaling of project achievements		n/a	n/a	n/a	1	4	3
# of actions undertaken by national or regional actors using project achievements within the framework of political dialogue or advocacy		n/a	n/a	n/a	n/a	2	2

Intermediate Result (IR) 3:Enabling environment for economic and social empowerment of women producers and processors is promoted

		2015		2016		2017	
		Target	Actual	Target	Actual	Target	Actual
# of training workshops organized by the project and its partners using gender-responsive modules as a result of USG assistance		n/a	20	14	35	313	422
# of approaches / mechanisms developed to address women-based constraints as a result of USG assistance		n/a	1	2	3	3	3
# of partner organizations using gender-responsive modules as a result of USG assistance		12	12	13	14	18	16
# of functional community practices as a result of USG assistance (link is https://www.yammer.com/womenandcottonproductionfemmesetsecteurcoton)		n/a	n/a	3	3	4	3
# of contributions made toward the mainstreaming of gender issues in agricultural policies and laws as a result of USG assistance	Stage 1: Research/analyze elements	n/a	n/a	2	2	0	0
	Stage 2: Provide analytical inputs to WAEMU/AU (NEPAD)	n/a	n/a	2	4	0	0
	Stage 3: Dialogue between stakeholders, including WAEMU/AU (NEPAD) and state government members, traditional authorities, local and national government	n/a	n/a	1	0	3	4

Annex 7: Accomplishments Checklist

Item description	Associated indicator	Numbers stated in M&E Plan	Verified numbers	Reviewed means of verification	Reported vs. verified (Under reported, Accurate, or Over reported)
Gender-sensitive training modules on	# of gender-sensitive training modules	7	7	Existing training modules	Accurate
GAP and		5	5		Accurate
PH technology		2	2	Cotonou January 12-16, 2015 Fora summary reports / sign-in sheets	Accurate
Fora on GAP and PH technology	# of GAP / PH technology for a	2	2	Cotonou January 12-16, 2015 Fora summary reports / sign-in sheets	Accurate
Small grant awards to disseminate modules	# of small grant recipients	18	18	Signed Grant Award documents	Accurate
Regional training workshop on NUTMON soil testing software	# of regional training workshop on NUTMON soil testing software	1	2	Sign-in sheets for trainings in Cotonou (February 22-26, 2016) and Koudougou (September 5-9, 2016)	Underreporting
Workshops for sub-grantees	# of workshops for sub-grantees	2	2	Cotonou January 12-16, 2015 Fora summary reports / sign-in sheets	Accurate
Participants in workshops	# of participants in workshops for sub-grantees	50	52		Underreporting
Project National Advisory Committees	# of project national advisory committees established	4	4	Meeting summary reports, sign-in sheets, or press clippings	Accurate
Regional Consultative Committee (RCC) meeting	# of regional consultative committee (RCC) meetings	1	1	Summary report and sign-sheetof the March 15, 2015 meeting in Cotonou	Accurate
Participants in RCC meeting	# of Participants in RCC	200	12		Discrepancy
Regional workshop on soil fertility	# of regional workshop on soil fertility	1	1	Soil health workshop report and sign-in sheet: Bamako, June 6-8, 2017	Accurate
Participants in workshop	# of participants in Regional workshop on soil fertility	30	23		Over-reporting
Project gender strategy	# of project gender strategy	1	1	Draft gender strategy document as of December 2015	Accurate, yet to be finalized
Gender-sensitive training guide	# of gender-sensitive training guide	1	1	Guide d'intégration Genre pour la Formation des Modules BPA	Accurate, yet could be dated
Study on gender roles in the cotton value chain	# of studies on gender roles in the cotton value chain	4	4	Gender and value assessment report for each of the 4 countries	Accurate
Inventory of women entrepreneurs	# of women entrepreneurs	Not stated	1343	Excel database providing names,	Inventory does exist

Item description	Associated indicator	Numbers stated in M&E Plan	Verified numbers	Reviewed means of verification	Reported vs. verified (Under reported, Accurate, or Over reported)
				residence, activity sector, phone, organization	
Participants in training-of-trainers	# of participants in TOT workshops	79	79	Sign-in sheets of the TOT sessions held in Bobo (April 13-17, 2015) and Cotonou (April 20-24, 2015)	Accurate
Female participants in TOT		15	15		Accurate
Demonstration farms	# of demonstration farms established	22	14	pictures of billboards	Discrepancy

Annex 8: Technologies Developed and Transferred by WACIP (2006 to 2013) and WACPP Projects (2014 to 2017)

Technologies developed and transferred by WACIP (2006 to 2013) and WACPP projects (2014 to 2017)							
Technology adopted			**WACIP (2006-2013)**	**WACPP/ C4CP (2014-2018)**	**Changes made to improve technology**	**Level of adoption PMO**	**Evidence (Source of verification**
Type of technology	No	Technical recommendations				100%	Quarterly and annual reports
Improved seeds		Technical guide for seed production of cotton, maize, soybeans, peanuts, sorghum millet and certified commercial seeds		X			
Total number	8						
GIFS(Integrated Management of Soil Fertility		Technical recommendation for cotton, maize, cowpea, soybeans	X	X	1)Consideration of women needs 2) Consideration method skill acquisition 3) Participatory approach in the use of modules 3)The use of the modules linked to environmental and human health	Technology applied helped producers increased productivity but there was no farm level survey	1)Film on women and food security 2) Success stories 3)IFDC quarterly reports
		Technical recommendation for planting sorghum		X	66		
		Technical recommendation crop rotation and fallow, compost production and use of post- harvest by-products	X	X	"	"	
		Integrated management of soil fertility	X	X	"	"	
		Integration of crop and livestock production	X	X			
		Risks related to GIFS		X			

Technologies developed and transferred by WACIP (2006 to 2013) and WACPP projects (2014 to 2017)							
Total number	12						
IPM		Pest identification, methods of pest eradication of cotton	X	X	"	"	
		IPM for cowpeas	X	X	"	"	
		IPM for maize		X			
		Environmental risk management	X	X	"	"	
		Techniques of direct eradication	X	X	"	"	
Total number	7						
Organic cotton		Technology recommendation for management, pest control, drying and storage	X	X	"	"	
		Certification		X			
Total number	5						
Improvement of quality of seed cotton		Marketing, grading, harvesting, drying, storage, transportation, selection	X	X	"	"	
Total number	7						
Grand total	39						
Storage and conservation of food products		Conservation of maize, sorghum, soybean, cowpeas, peanuts,		X			
Total number	5						
Processing of Food products		Maize, rice, soybeans, cowpeas, sorghum, peanuts	X	X	"	"	
Cotton ginning		Software, ginning equipment, risk management	X				
Processing		Management of waters for dying	X				
Total number	12						
Overall	56						

Annex 9: Approach Utilized for Selecting Implementing Partners

REQUERANT

1. **Nom du Requérant** (tel que figurant dans les statuts, en toutes lettres et abrégé)

   _____

2. **Type d'organisation** (mettre un « x » dans la case appropriée) :

   - ☐ Association interprofessionnelle du coton
   - ☐ Institution régionale / nationale publique de développement agricole
   - ☐ Institution nationale de recherche agricole
   - ☐ Organisme national en charge des réformes politiques dans la filière coton
   - ☐ Organisme national de biosécurité
   - ☐ Université ou école de formation appuyant le développement de la filière coton
   - ☐ Association professionnelle du commerce des intrants agricoles
   - ☐ Association représentant les compagnies cotonnières
   - ☐ Association représentant l'industrie à valeur ajoutée
   - ☐ ONG locale/nationale active dans le développement des chaînes de valeur
   - ☐ Entreprise privée active dans le développement des chaînes de valeur
   - ☐ Organisation de producteurs active dans le développement des chaînes de valeur
   - ☐ Organisation spécialisée dans les micro-finances en milieu rural
   - ☐ Autres:

3. **Envergure de l'organisation**
   - ☐ Micro (local)
   - ☐ Meso (regional)
   - ☐ Macro (national)
4. **Année de création de l'organisation :** _____ ;
5. **Reconnaissance juridique de l'Organisation :** ☐ Oui ☐ Non
6. Si oui, nature du document de reconnaissance : ☐ Récépissé ☐ Agrément ☐ Autres

7. **Siège social du requérant**

Adresse géographique *(n° & nom de la rue, localité, etc.)*	
Boîte postale, Ville, Pays	
Téléphone fixe	
Fax	
Email	

8. **Chaînes de valeur de positionnement de l'organisation**
   - ☐ Coton conventionnel/CGM ☐ Coton bio ☐ Culture de rotation
   - ☐ Autres CVA
9. Si culture de rotation, préciser ……
10. Si autre CVA, préciser……
11. **Domaines d'intervention dans la ou les chaîne (s) de valeur**
    - ☐ Recherche
    - ☐ Vulgarisation
    - ☐ Approvisionnement en intrants
    - ☐ Production
    - ☐ Transformation
    - ☐ Commercialisation

Transport
Mécanisme de financement
Réformes politique
Autres (à préciser) .....

1. **Si Transformation, préciser**

Egrenage
Transformation industrielle de la fibre :
Transformation artisanale de la fibre
Transformation produits viviers

Des *femmes sont-elles membres de votre organisa*tion ? Oui Non

Si oui, ont-elles des responsabilités dans les organes de décision ? Oui Non

1. ACTIVITES ou projet actuellement en cours de mise en œuvre au sein de l'organisation

Activité		Description de l'activité (en quelques phrases si possible)	Zone d'intervention	Lien avec le coton ou avec l'une des cultures en rotation avec le coton
Numéro	Dénomination			

Gestion financière

Quels ont été les montants consécutifs de votre budget annuel sur les cinq (05) dernières années :

2013 :

2012 :

2011 :

2010 :

2009

Brève description du système comptable financier et la date du dernier rapport financier

.....

.....

.....

.....

.....

Date et résumé succinct du dernier rapport d'audit :

.....

.....

.....

.....

Quel est le nombre de projets mise en oeuvre depuis la création de l'organisation et leur montant

Durée	Projet	Bailleur	Montant du projet	Référence

Capacité de l'organisation en ressource humaine

L'organisation dispose t – elle d'un personnel technique ? Oui ☐ Non ☐

Si oui, quel est l'effectif :

L'organisation dispose t – elle d'une unité de suivi évaluation ? Oui Non
Si oui, quel est l'effectif :

Si non, pourquoi ?
……
……
……

Relations de l'organisation avec les institutions de l'Etat

Quel est votre Ministère de tutelle ?
……
……
Quelles sont vos relations avec votre ministère de tutelle et autres ministères ?
……
……
……
Quelles est la qualité des relations ? Bon Acceptable Mauvais

Citer trois (03) personnes de référence au niveau des Ministères avec lesquels vous travaillez (moyens de contact y compris)?
……
……
……

Quels sont les services déconcentrés/décentralisés avec lesquels vous travaillez ?
……
……
……
Quelles sont vos relations avec ces services décentralisés ou déconcentrés ?
……
……
……
Quelles est la qualité de ces relations ? Bon Acceptable Mauvais

Donnez trois (03) personnes de référence au niveau de chaque service avec lequel vous travaillez (moyens de contact y compris)? ?
……
……
……
Date : _____

Nom & Signature : _____

Annex 10: Assistance or Acquisition Instruments Used

Country	Organization	Signed Instrument			Organization Type
		Type	Starting date	Ending date	
BENIN	ACA	LoA	August 16, 2016		Private Sector
	ANaF	Sub-Grant	July 20, 2015	March 31, 2016	Famers' organizations
	COTIMES Afrique	Contract			Private Sector
	DICAF (current DQIFE)	Sub-Grant	July 22, 2015	March 31, 2016	Public Sector
	FUPRO	Sub-Grant	July 20, 2015	March 31, 2016	Famers' organizations
	INRAB	Sub-Grant	July 21, 2015	March 31, 2016	Research Institute
	OBEPAB	Sub-Grant	July 27, 2015	March 31, 2016	NGO
BURKINA FASO	COPSA-C	Sub-Grant	July 14, 2015	March 31, 2016	Private Sector
	CRS/RECOLTE	LoA	Jan 8, 2016		NGO
	FNZ	Sub-Grant	July 14, 2015	March 31, 2016	Famers' organizations
	GREEN CROSS	LoA	June 27, 2017		NGO
	INERA	Sub-Grant	July 20, 2015	March 31, 2016	Research Institute
	PR-PICA	Sub-Grant	Jan 27, 2016		Private Sector
	ROPPA	LoA	Dec 28, 2016		Famers' organizations
	SAVANA	LoA	May 25, 2016		Private Sector
	SOCOMA	Sub-Grant	July 20, 2015	March 31, 2016	Private Sector
	SOFITEX	LoA	Octob 6, 2017		Private Sector
	UGCPA-BM	Sub-Grant	July 14, 2015	March 31, 2016	Famers' organizations
	UNPCB	Sub-Grant	July 14, 2015	March 31, 2016	Famers' organizations
	WAEMU/UEMOA	MoU	Nov 4, 2003		Public Sector
CHAD	COTONTCHAD-SN	Sub-Grant	July 22, 2015	March 31, 2016	Private Sector
	ITRAD	Sub-Grant	July 22, 2015	March 31, 2016	Research Institute
	ONDR (current ANADER)	Sub-Grant	July 23, 2015	March 31, 2016	Public Sector
MALI	AproCA	LoA	Dec 28, 2016		Famers' organizations
	CMDT	Sub-Grant	July 20, 2015	March 31, 2016	Private Sector
	IER	Sub-Grant	July 21, 2015	March 31, 2016	Research Institute
	MoBioM (current FENABE)	Sub-Grant	July 22, 2015	March 31, 2016	Famers' organizations
	OHVN	Sub-Grant	July 20, 2015	March 31, 2016	Public Sector
Other Country	CILSS	MoU	May 1, 2004		Not elsewhere mentioned
	CORAF/WECARD	MoU	Sept 14, 2016		Not elsewhere mentioned
	CP	Sub-Award			Private Sector
	ECOWAS	MoU	February 9, 2004		Not elsewhere mentioned
	ICRA	Sub-Award			Private Sector
	IGNITIA	Contract			Private Sector
	ImageAD	Contract			Private Sector
	PRASAC	LoA	Sept 23, 2016		Not elsewhere mentioned
	PROPAC	LoA	March 24, 2017		Famers' organizations
	African Union	MoU	June 28, 2010		Not elsewhere mentioned

Annex 11.a: Partners, Function, Status and Support to IR

Type of partner	Institution	Function	Status	Type of award	IR
Core IPs	USAID Burkina Faso	Donor Agency			1,2,3
	ICRA	Conduct research	Public	Sub Award	1.1,2,3
	CP Cultural Practice LLC	Women social and economic benefits including gender. Develop gender sensitive tools.	NGO	Sub-Award	3.1, 3.2, 3.3
Continental	AU Africa Union	Engaging continental-level initiatives, gender training, advocacy	Public	MOU	3.1, 3.2, 3.3
	UA/ SAFGRAD	Research Collaborator	Public	MOU	2.1, 2.2
Regional	UEMOA/WAEMU	Implementing Collaborator	Public	MOU	2.1,2.2,1.1,3.1,3.2,3.3
	CEDEAO/ECOWAS	Implementing collaborator	Public	MOU	2.1,2.2,1.1,3.2,3.2,3.3
	CORAF/WECARD	Crop productivity and seed research	Public	MOU	1.1,2.1,3.1,3.2,3.3
	CILSS	Soil fertility, climate change	Public	MOU	1.1
	CILSS/INSAH	Climate change tolerant seed varieties and soil improvement	Public	MOU	1.1
	CILSS/AGRHMET	Soil health; meteorological information	Public	MOU	1.1
	CILSS/AIR	Soil health; meteorological information	Public	MOU	1.1
	PR-PICA	Soil Health; fertilizer formulation, group	Public	Sub-Grant	1.1, 2.1
	GREEN CROSS	GAP; green manure	NGO	LOA	1.1, 1.3, 3.1. 3.2,3.3
	Ignitia	Climate data	Private	Contract	1.1
	CRS/RECOLTE	Dissemination of GAP; gender issues group	NGO	Private	1.1,1.2,1.3
	ROPPA	Gender issues, Technology diffusion, relationship with groups, advocacy	Private	LOA	1.3, 3.1, 3.2, 3.2, 2.1,2.2
	ACA	Technology dissemination; gender issues	Private	LOA	1.1,1.2,2.1,2.2,3.1, 3.2, 3.3
	AProCA	Gender issues	Private	LOA	1.3, 3.1,3.2,3.3, 2.1
	PROPAC	Technology dissemination	Private	LOA	1.1,1.2,3,2.1
	PRASAC	Technology diffusion, PH, Work with groups	Private	LOA	1.1, 1.2, 2.1,3.1,3.2,3.3

Type of partner	Institution	Function	Status	Type of award	IR
	SAVANA	Technology diffusion, Gender sensitive modules; Post- harvest for women.	Private	LOA	1.1, 1.3,
	AfDB	Collaborator Gender Issues	Private	Collaboration	3.1,3.2,3.3, 2.1,2.2
	COTIME AFRIQUE	Cotton quality improvement	Public	Contract	1.1, 1.2
National					
BENIN	IFDC	Provide leadership	PIO		2
	ANaF	GAP; technology dissemination; gender issues, Environmental compliance	Private	Sub-grant	1.3,3.2, ,3.3
	DQIFE/EX_DICA	Training-Post-harvest, Technology diffusion	Public	Sub-Grant	1.1, 1.2, 1.3
	OBEPAB	GAP; gender; organic cotton, Technology development and diffusion	NGO	Sub-Grant	3.1,3.2,3.3,1.1, 1.3,
	INRAB	Research institution; soil health	Public	Sub-Grant	1.1
	FUPRO	GAP; Post-harvest, environmental compliance	Private	Sub-Grant	1.2, 1.3
BURKINA FASO	IFDC	Leadership	PIO		2
	COPSA-C	GAP; Post harvest	Private	Sub-Grant	1.2,3.1,3.2,3.3
	FNZ	GAP; Post harvest	Private	Sub-Grant	1.1,3.1,3.2,3.3
	INERA	Research institution; soil health	Public	Sub-Grant	1.1
	SOCOMA	GAP; Post Harvest; marketing	Private	Sub-Grant+LOA	1.1, 1.2,1.3
	SODITEX	GAP; training; dissemination; post-harvest; marketing	Private	LOA	1.2, 1.2,1.3
	UNPCB	GAP; training; dissemination; post-harvest; Environmental compliance	Private	Sub-Grant	1.1,
	UGCPA/BM	GAP; training; dissemination; Environmental compliance	Private	Sub-Grant	1.2,
CHAD	COTTONTCHAD SN	GAP; dissemination;	Public	Sub-Grant	1.1, 3.1
	ITRAD	Research institution; Soil Health	Public	Sub-Grant	1.1
	ONDR	GAP; dissemination;	Public	Sub-Grant	1.2,3.1,3.2,3.3
MALI	IFDC	Project Leadership	PIO		2
	CMDT	Gap; dissemination; gender; marketing	Public	Sub-Grant	1.2, 1.3
	IER	Research institution	Public	Sub-Grant	1.1

Type of partner	Institution	Function	Status	Type of award	IR
	FENABE	GAP; post-harvest; dissemination; gender	NGO	Sub-Grant	1.1 ,1.3, 3.1,3.2,3.3
	OHVN	GAP; training; post-harvest; dissemination; gender	Public	Sub-Grant	1.1,, 1.3,3.1,3.2,3.3
GHANA	Image AD	Data Base development	Private	Contract	1.1

Annex 11.b: List of other Assistance Providers

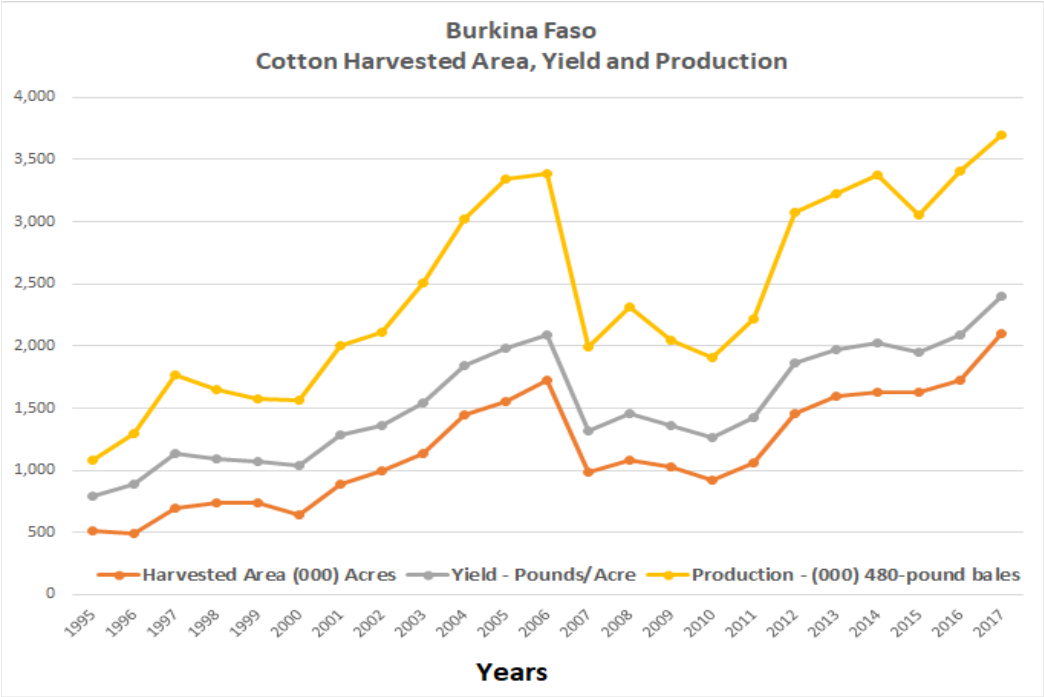
Other assistance providers	Category of assistance provided	Benefiting organization
Agence française de développement (AFD)	Counseling services in organizational governance	FUPRO
	Operational support	FENABE
	Training sessions for producers	DQIFE
ANADER (sub-grant)	Dissemination of research results	ITRAD Chad
	Training of Cotton Farmers	CotonTchad-SN
AProCA (LoA)	Capacity building within FENABE	FENABE
Arysta Life Science	Supply of phytosanitary products and user guides	CotonTchad
Association des organisations professionnelles de producteurs (AOPP).	Support of advocacy activities by FENABE	FENABE
Belgium technical Cooperation	Training sessions for producers	DQIFE, FUPRO
Brasilia cooperation agency	Agricultural system improvement / strengthening	INRAB
Caisse Populaire	Credit for production and marketing	FNZ Burkina
Canadian world affairs	Training in use of pesticides	UGCPA/BM
Chinese cooperation	School farm in Parakou	INRAB
Cotton Companies –CMDT, CotonTchad-SN, SOCOMA (sub-grant), SOFITEX(LoA),	Make best use of available research outcomes; Monitoring of fields; Transportation, ginning, and processing services of cotton; Supply of production inputs	OHVN; IER; FENABE; ANADER; PRPICA
CRS/Projet RECOLTE(LoA)	Extension services, access to equipment and credit	GREEN CROSS
	Training in production techniques and organic manure; facilitation access to credit and equipment; demo field	YE
	GAP ,cotton quality assurance	UNPCB
CSV	Training ; capacity building ; and financial management	CoPSAC
Elephant vert	Fertilizer access	YE
	Fields visits with farmers	UNPCB
FENABE(sub-grant)	Exchange visits among farmers Counseling service provision to rural dwellers	CMDT
GIZ	Capacity building through demonstration plots	FUPRO
	Soil protection, and adaptation skills	ANaF
	Training in production and seed conservation techniques through demonstration plots.	ANADER
	Training sessions for producers	DQIFE
GREEN CROSS(LoA)	Composting using activator compost plus	UNPCB
	Organic manure, composting technique, and training	YE
Helvetas	advocacy for biological production	FENABE
	Quality and standardization compliance, requirements for healthy production	FUPRO

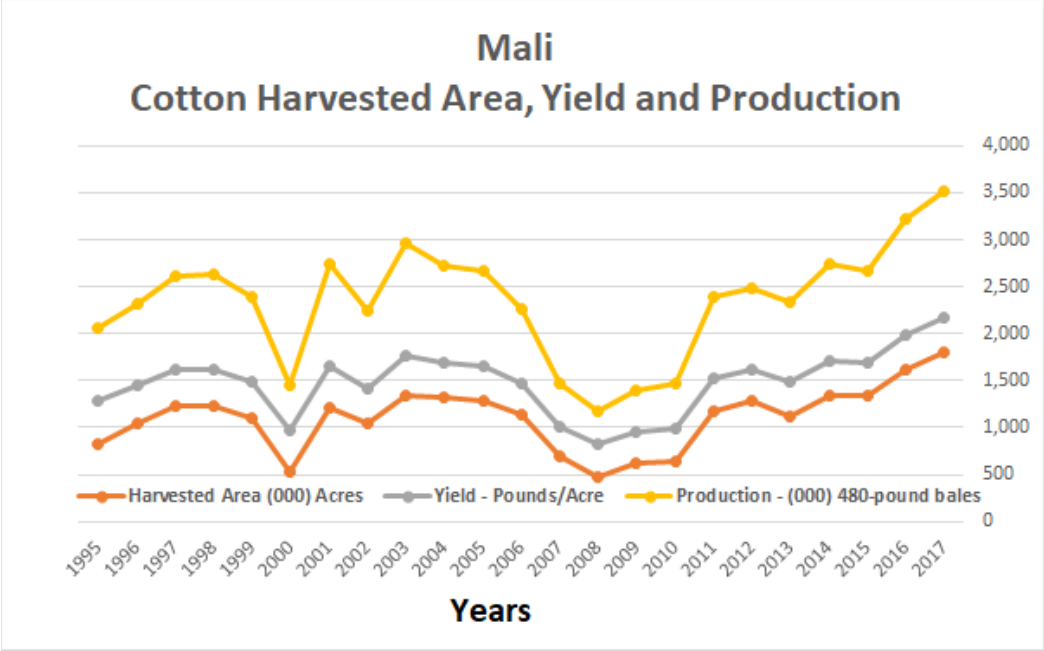
Other assistance providers	Category of assistance provided	Benefiting organization
	Bio cotton production techniques, equipment and training	YE
Indian cooperation	Capacity building	INRAB
Japan Embassy	Supports in reducing hardship and work load for women	FUPRO
National Union of Cotton Producers of Chad	Real-life experimentation activities	ITRAD Chad
Netherland Embassy	Dissemination of innovation and good agricultural practices	FUPRO
PGRN	Establishment of natural resource management committees	ANADER
PIGO	Capacity building in marketing and storage; equipment	FNZ Burkina
PR PICA(sub-grant)	New fertilizer formula; networking of researchers	IER, INERA, INRAB
Programme d'amélioration des systèmes de production du coton (PASP II)	Exchange visits among farmers Counseling services to rural dwellers	CMDT
Research institutes – IER, INERA, INRAB, ITRAD(sub-grant)	Making available the research outcomes for outreach	ANADER, OHVN, UNPCB, YE
ROPPA(LoA)	By own seed production and delivery	FUPRO
SAVANA(LoA)	Supply of phytosanitary products and user guides	CotonTchad
SNV	Training and capacity building	CoPSAC
Swiss Cooperation	Lobby and policy (institutional / organizational strengthening and advocacy); training	CoPSAC, ANaF, FUPRO, DQIFE
TOGUNA	Fertilizer processing, packaging, transport, and delivery	IER , INERA, PRPICA
Turkey cooperation	Capacity building, human and material support	INRAB
UNIFEM/FSE- women, soil and Enerrgy	Sex equality	ANaF
UNPCB(sub-grant)	Capacity building	GREEN CROSS, YE
WAEMU(MoU)	Infrastructure, New fertilizer formulation	FNZ Burkina, PRPICA
World Food Program	Training in IPM, integration of gender balance approaches	GREEN CROSS, UGCPA/BM, FNZ

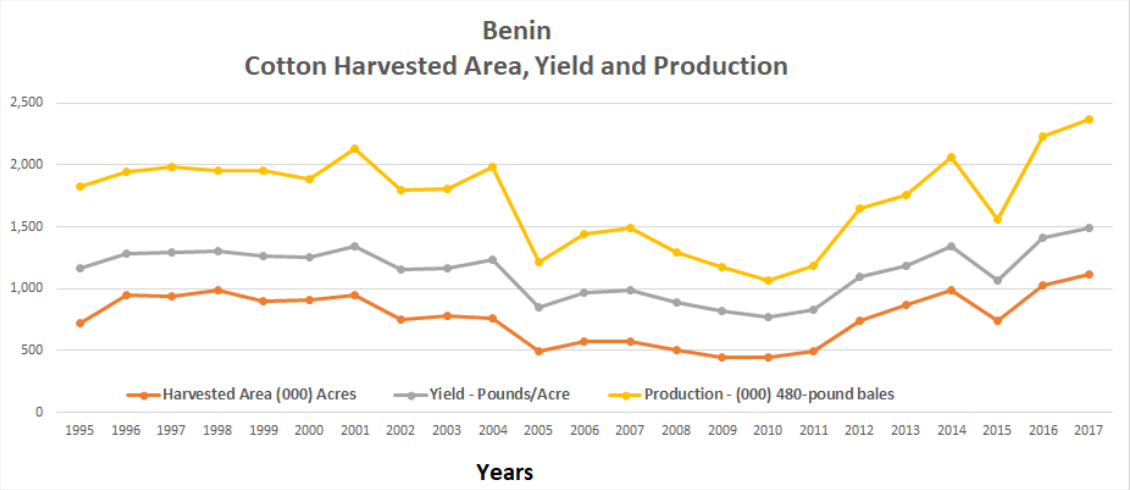
Annex 12: List of Indicators Dropped Over Time

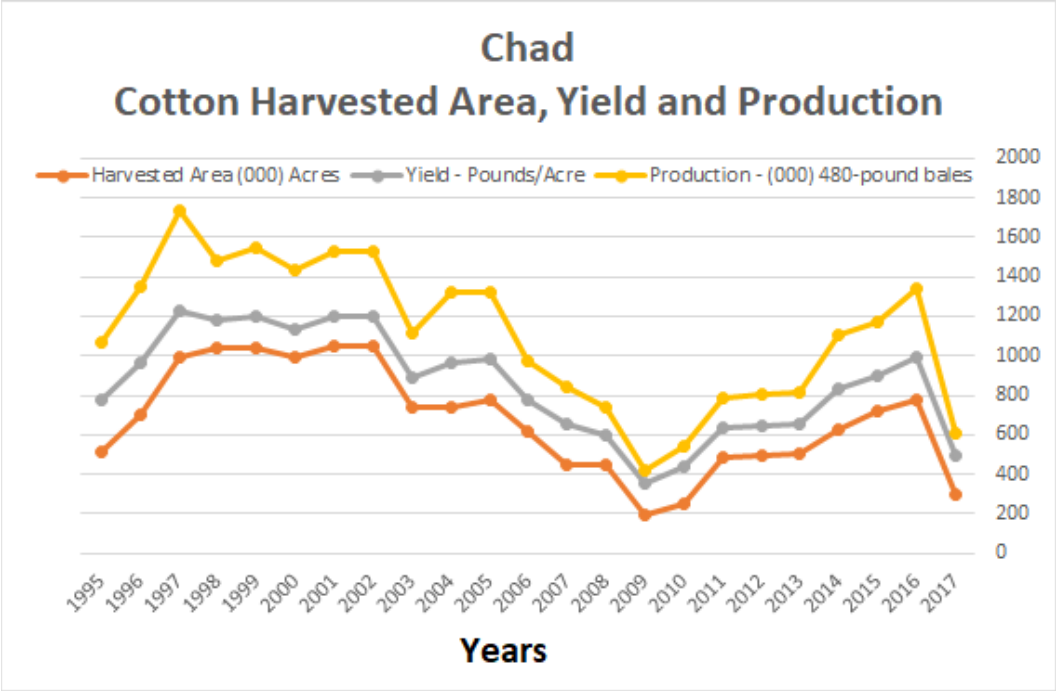
Serial number	Indicator statement	Type of the indicator
1	Gross margin per hectare (seed cotton & rotational crops)	FtF
2	Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case	FtF # 4.5.1-24
3	Number of conferences, workshops, forums, etc. attended by cotton stakeholders that have contributed to greater harmonization and alignment of stakeholder actions within each country	C4CP custom
4	Number of demonstration plots featuring new technologies, as a result of USG assistance	C4CP custom
5	Number of farmers and others who have applied new technologies or management practices as a results of USG assistance	FtF # 4.5.2-5
6	Number of farmers in cotton producing households accessing increased agricultural inputs for rotational crops due to project assistance	C4CP custom
7	Number of firms (excluding farms) or CSOs engages in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	FtF # 4.5.2-43
8	Number of gender and value chain studies completed	C4CP custom
9	Number of gender sensitive approaches implemented by partners	C4CP custom
10	Number of gender-responsive training modules developed as a result of USG assistance	C4CP custom
11	Number of hectares under improved technologies or management practices as a result of USG assistance	FtF # 4.5.2-2
12	Number of memos, papers, strategy implementation tools developed as a result of direct technical assistance to staff from WAEMU and other cotton sector organizations	C4CP custom
13	Number of partners adopting gender-responsive delivery mechanism, including public and private sector and NGO extension systems	C4CP custom
14	Number of policies/actions agreed at national and regional cotton stakeholder that are implemented by constituent stakeholders (either collectively or individually)	C4CP custom
15	Number of promoted approaches to alleviate women workload as a result of USG assistance	C4CP custom
16	Number of representatives from public and private institutions, CSOs, and CBOs participating in national and regional conferences on cotton sector harmonization	C4CP custom
17	Number of studies initiated by project or with partners to assess efficiency of varied approaches	C4CP custom
18	Number of technology modules/packages developed	C4CP custom
19	Percentage of women in cotton producing households who have increased their income as a result of USG assistance	
20	Rate of client satisfaction survey scores for the quality of extension services delivery	C4CP custom
21	Volume of rotational crops to which value has been added (through storage, conservation, processing, transformation, etc.)	C4CP custom
22	Yield per hectare of targeted crops in USG assisted areas (seed cotton & rotational crops)	C4CP custom

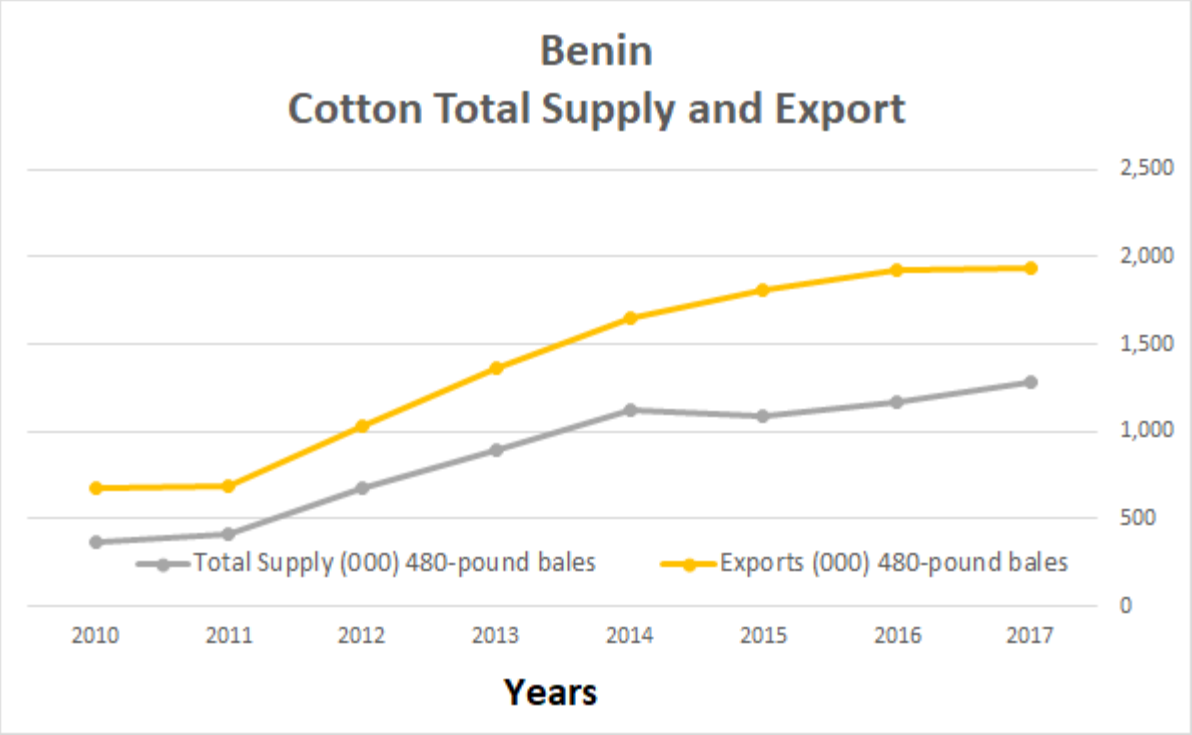
Annex 13: Cotton Yield, Production, Total Supply and Exports in C4CP Countries

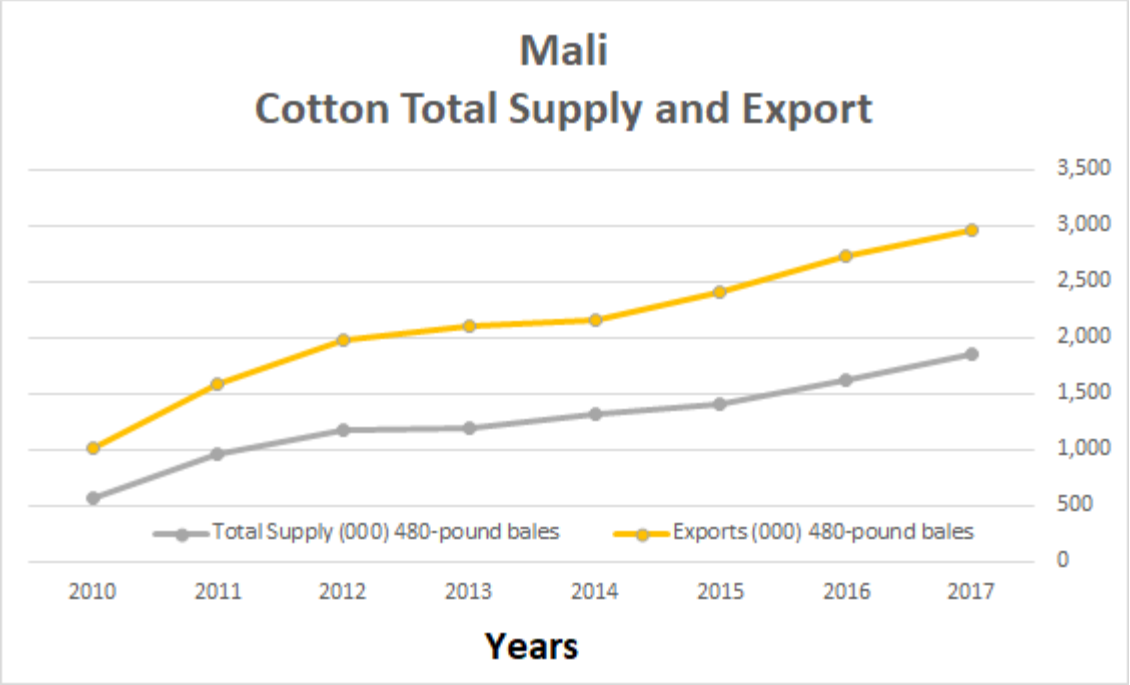


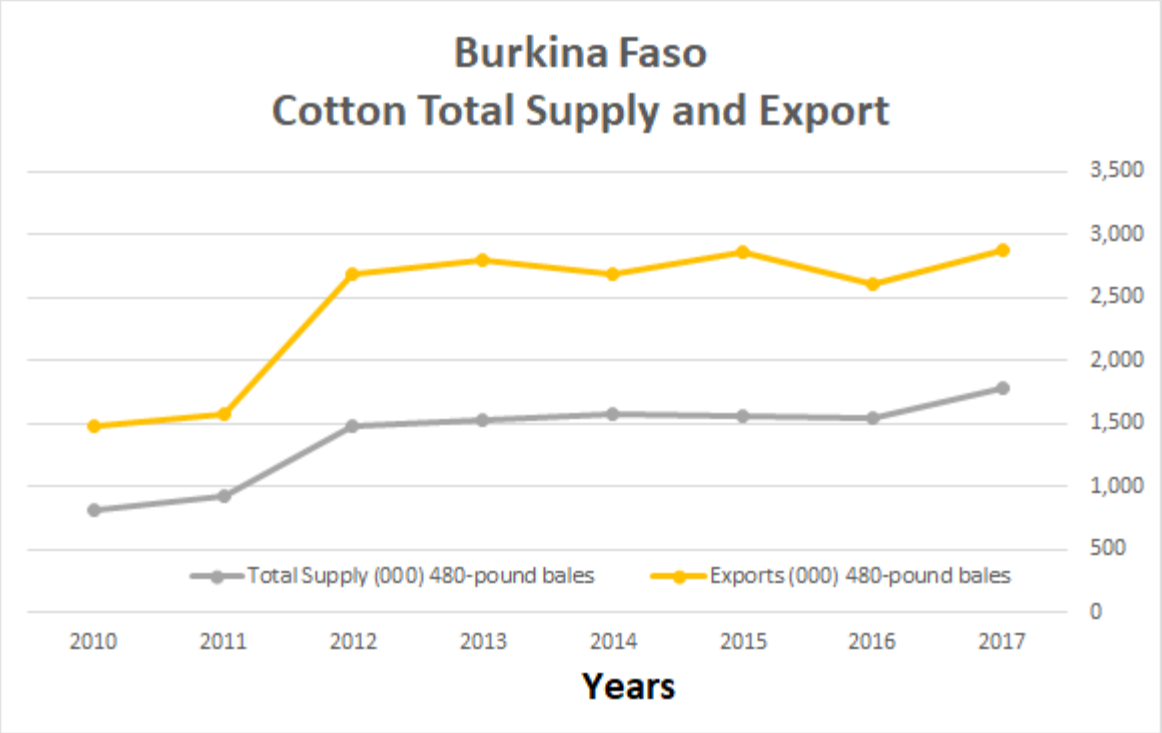


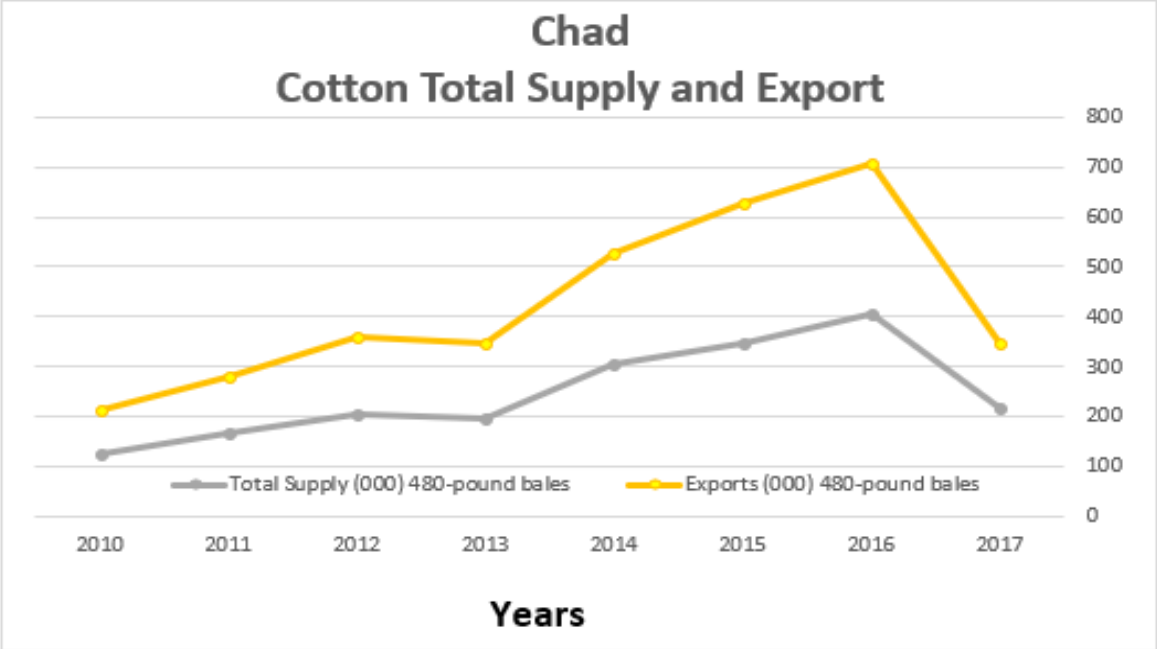

Benin
Cotton Harvested Area, Yield and Production
2,500
2,000
1,500
1,000
500
0
Harvested Area (000) Acres
Yield - Pounds/Acre
Production - (000) 480-pound bales
1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
Years


Chad
Cotton Harvested Area, Yield and Production
Harvested Area (000) Acres
Yield - Pounds/Acre
Production - (000) 480-pound bales
2000
1800
1600
1400
1200
1000
800
600
400
200
0
1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
Years


Benin
Cotton Total Supply and Export
2,500
2,000
1,500
1,000
500
0
Total Supply (000) 480-pound bales
Exports (000) 480-pound bales
2010
2011
2012
2013
2014
2015
2016
2017
Years


Mali
Cotton Total Supply and Export
3,500
3,000
2,500
2,000
1,500
1,000
500
0
Total Supply (000) 480-pound bales
Exports (000) 480-pound bales
2010
2011
2012
2013
2014
2015
2016
2017
Years





Source: http://www.cotton.org/econ/cropinfo/cropdata/harvested-area.cfm (based on USDA data; accessed in December 2017)

LA DEMARCHE UTILISEE POUR LA SELECTION DES PMO

USAID
FROM THE AMERICAN PEOPLE

C4CP

Projet de Partenariat pour le Coton dans les pays du C-4

1. Introduction

La démarche de sélection des partenaires de mise en œuvre des activités du Projet USAID C4CP doit prendre en compte l'exigence d'alignement et de cohérence avec la logique et la stratégie du Projet. Dans ce sens, les informations se rapportant à la chaine de valeur de positionnement du partenaire, à l'envergure de l'organisation, à la disponibilité en personnel technique pour l'implémentation des activités et pour le suivi évaluation et à la stratégie de faire faire, nous paraissent être les critères clefs et les plus pertinents pour parvenir à une sélection réussie des partenaires du Projet.

2. Principales étapes du processus de sélection

Le processus de sélection des PMO se fera à travers trois principales étapes :

- s'assurer de la qualité des données et de celle des saisies par rapport aux contenus des fiches remplies par les partenaires ;
- définir le nombre de PMO à retenir par pays ; et
- procéder à la sélection proprement dite des PMO.

2.1. Contrôle de la cohérence des données saisies

Cette étape de contrôle de la qualité des données et de cohérence des saisies pourrait se faire sur la base d'un échantillon de fiches de PMO dont la taille sera définie en fonction du nombre total de fiches individuelles reçues. Elle consistera à la vérification de la cohérence entre les données saisies et celles figurant dans les fiches individuelles. Après cela, le processus passera à l'étape suivante.

2.2. Définir un nombre de PMO par pays

Cette étape peut paraître à première vue pas très nécessaire mais dans la pratique nous serons amenés à nous poser la question de jusqu'où devrons nous nous arrêter dans la sélection des PMO ? Comment allons-nous procéder ? Devons-nous convenir d'un nombre minimal par pays ? Ou bien retiendrons-nous tous les PMO qui répondraient aux différents critères de sélection convenus ? Il parait raisonnable qu'avant de passer à la sélection proprement dite des partenaires potentiels d'appui ou de mise en œuvre des activités du Projet, que le comité s'accorde sur la démarche à adopter.

2.3. Sélection des PMO

L'analyse et la sélection des PMO et partenaires d'appui du Projet se fera par pays et par type de Partenaire (privé ou public).

Comme annoncé en introduction, la sélection des partenaires du projet devra s'appuyer à la fois sur la pertinence de leur positionnement en terme de chaine de valeur mais aussi sur la cohérence avec la stratégie du Projet USAID C4CP.

Dans la pratique, chaque partenaire sera noté sur la base des cinq (5) critères et des barèmes de notations ci-dessous définis. Le score total de chaque partenaire sera calculé et servira au classement, l'élimination ou la sélection.

Si les résultats obtenus sur la base des cinq (5) critères utilisés ne sont pas suffisants, le comité de sélection pourra déterminer et utiliser d'autre (s) critère (s) supplémentaire (s) jusqu'à satisfaction.

3. Critères de sélection et barème de notation

3.1. Les critères de sélection

En raison du besoin d'alignement à la logique et à la stratégie du Projet, les cinq (05) critères ci-après nous semblent répondre au mieux et serviront de critère clefs pour la discrimination des partenaires du Projet :

- ✓ La chaîne de valeur de positionnement ;
- ✓ Les maillons d'intervention (services) ;
- ✓ L'envergure de l'organisation ;

- ✓ Le personnel technique de l'organisation ;
- ✓ Le personnel de suivi évaluation.

Chaque critère, fera l'objet d'un barème de notation à cinq niveaux comme indiqué ci-dessous :

- ✓ 0= nul ;
- ✓ 1= médiocre ;
- ✓ 2= passable ;
- ✓ 3= bien ;
- ✓ 4= très bien.

3.2. Détail des barèmes de notation par critère

3.2.1. Chaîne de valeur de positionnement

Dans le contexte USAID C4CP, nous avons la CVA coton conventionnel/CGM, la CVA coton bio et les CVA des cultures en rotation avec le coton. Les autres CVA différentes de celles sur le coton et des cultures en rotation et sur lesquelles sont positionnées des organisations de femmes des exploitations cotonnières peuvent également être prises en compte. La situation des cultures de rotation étant variable selon les pays, on pourrait proposer, à raison de 2 cultures de rotation par pays, les orientations suivantes :

- Bénin : maïs et soja et autres cultures spécifiques impliquant plus de femmes ;
- Burkina : maïs et niébé et autres cultures spécifiques impliquant plus de femmes ;
- Mali : Sorgho et niébé et autres cultures spécifiques impliquant plus de femmes ;
- Tchad : maïs et niébé et autres cultures spécifiques impliquant plus de femmes.

A l'évaluation, les scores ci-après seront attribués :

- ✓ 0 pour un PMO qui ne travail sur aucune des CVA en lien avec les objectifs du Projet ;
- ✓ 1 pour un PMO positionné sur 4 CVA et plus ;
- ✓ 2 pour un PMO positionné sur 3 CVA ;
- ✓ 3 pour un PMO qui intervient sur 2 CVA ;
- ✓ 4 pour un PMO positionné sur 1 seul CVA.

3.2.2. Maillon d'intervention (services)

Chaque domaine ou maillon d'intervention indiqué sur la fiche signalétique sera considéré ici comme service rendu aux membres. Les scores ci-après seront attribués :

- ✓ 0 pour un PMO qui n'intervient pas spécifiquement sur maillon /service ;
- ✓ 1 pour un PMO qui intervient dans un maillon ;
- ✓ 2 pour un PMO qui intervient dans 2 maillons ;
- ✓ 3 pour un PMO qui intervient dans 3 maillons ;
- ✓ 4 pour un PMO qui intervient dans 3 maillons et plus.

3.2.3. Evaluation de l'envergure de l'organisation

Les zones d'intervention du Projet USAID C4CP sont définies par rapport d'une part aux zones cibles des sociétés cotonnières et d'autre part aux CVA en présence ; aussi ; est-il très important de connaitre l'envergure de l'espace géographique et spatial couvert par l'intervention du PMO. Pour ce critère, les scores ci- après seront attribués :

- ✓ 0 pour un PMO qui intervient à l'échelle d'un village ou à l'échelle administrative suivante;
- ✓ 1 pour un PMO qui intervient au niveau local (Commune ou Province);
- ✓ 2 pour un PMO qui intervient au niveau région administrative (≥1 région adm.) ;
- ✓ 3 pour un PMO qui intervient au niveau national (1 pays) ;
- ✓ 4 pour un PMO qui intervient au niveau régional (≥2 pays).

3.2.4. Ressource humaine (personnel technique de l'organisation)

La performance d'un PMO dépendra de la disponibilité et de la qualité du personnel technique dont il dispose. Alors, les scores ci-après seront attribués:

- ✓ 0 pour un PMO ayant un personnel dont l'effectif est < ou = 5 ;
- ✓ 1 pour un PMO ayant un personnel dont l'effectif est [6, 10] ;
- ✓ 2 pour un PMO qui a un personnel dont l'effectif est [11, 20] ;
- ✓ 3 pour un PMO qui a un personnel dont l'effectif est [21, 40] ;
- ✓ 4 pour un PMO qui a un personnel dont l'effectif est [41, 100[.

3.2.5. Personnel de suivi évaluation

L'existence d'un système de suivi-évaluation dans une organisation est un indice de prédisposition à la performance de cette dernière. Aussi, les scores ci-après seront-ils attribués :

- ✓ 0 pour un PMO qui n'a pas de système et d'unité de suivi évaluation ;
- ✓ 1 pour un PMO qui dispose d'un personnel de suivi évaluation dont l'effectif est [1, 2] ;
- ✓ 2 pour un PMO ayant un personnel de suivi évaluation dont l'effectif est [3, 4] ;
- ✓ 3 pour un PMO qui dispose d'un personnel de suivi évaluation dont l'effectif est [4, 5] ;
- ✓ 4 pour un PMO qui a un personnel de suivi évaluation dont l'effectif est > 5.

Annex 14: Disclosure of Conflict of Interest

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	**SANON BOUREIMA**
Title	**Cotton Value Chain Expert.**
Organization	USAID/WA ASSESS Project
Evaluation Position?	☐ Team Leader ☒ Team member
Evaluation Award Number (contract or other instrument)	AID-624-P-14-00004
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Project Title: West African Cotton Partnership Project (WACPP); IFDC, Cooperative Agreement No: AID-624-A-14-000002
I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No
If yes answered above, I disclose the following facts: Real or potential conflicts of interest may include, but are not limited to: 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

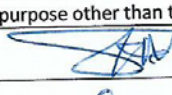
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	7th of December 2017

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	NDIAYE SOUNKA
Title	EVALUATION SPECIALIST
Organization	USAID/WA ASSESS Project
Evaluation Position?	☐ Team Leader ☒ **Team Member**
Evaluation Award Number *(contract or other instrument)*	AID-624-P-14-00004
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Project Title: West African Cotton Partnership Project (WACPP); IFDC, Cooperative Agreement No: AID-624-A-14-000002
I have real or potential conflicts of interest to disclose.	☐ Yes ☒ **No**
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	December 13, 2017

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	CURTIS M. JOLLY
Title	PROFESSOR EMERITUS
Organization	USAID/WA ASSESS Project
Evaluation Position?	☑ Team Leader ☐ Team member
Evaluation Award Number (contract or other instrument)	AID-624-P-14-00004
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Project Title: West African Cotton Partnership Project (WACPP); IFDC, Cooperative Agreement No: AID-624-A-14-000002
I have real or potential conflicts of interest to disclose.	☐ Yes ☑ No
If yes answered above, I disclose the following facts: Real or potential conflicts of interest may include, but are not limited to: 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	Jolly
Date	12/18/17

Annex 15a: Details of Focus Group Discussions Conducted

FGD #	Community	Stakeholder group/ Organization	Number of Participants	Female-Only	Mixed	Male-Only
Burkina Faso						
1	Founzan	Cooperative de Prestation de Services Agricoles Coobsa (COPSA-C)	8F/17M	X	√	X
2	Leo	Federation NIAN ZWE (FNZ)	6F/7M	X	√	X
3	Ye	National Union of Cottton Producers of Burkina Faso (UNPCB)	15F/7M	X	√	X
4	Dedougou	Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun (UGCPA/BM)	6F/7M	X	√	X
Benin						
5	Attinkpaye (Dassa District)	Women Cotton Producers	17F/1M	X	√	X
Mali						
6	Mafele	CPCB	7F/6M	X	√	X

Annex 15b: List of Persons or Organizations Met or Consulted Remotely

No	Name of Participant	Sex	Position	Organization/ Business	Location	Date
1	Ousmane OUADRAOGO	M	Monitoring and Evaluation Specialist	IFDC	Ouagadougou	9-Nov-17
2	GEORGE Christian	F	Specialiste Genre	IFDC		
3	KINHA Christophe	M	Specialiste Formation & RC	IFDC		
4	SOURABIE N. Ibrahim	M	COP/PI	IFDC		
5	Youl Sansan	M	Coordinator Soil Fertility	IFDC		
6	Samboue Lise	F	Assistante	IFDC		
7	TOUGMA Epifane	M	Responsible Admin, Fin., & Subventions	IFDC		
8	MOYENGA Honore	M	Coordinateur National Burkina			
9	NIKIEMA Georges	M	Resp. Developpement Afrique Ouest	SAVANA	Ouagadougou	9-Nov-17
10	Issa Martin BIKIENGA	M	Ingenieur Agronomiste	CILSS	Ouagadougou	9-Nov-17
11	DIALLO Ousseni	M	Coordinateur General	Green Cross Programme Regional Afrique	Ouagadougou	10-Nov-17
12	COMBARY Soumane	M	Chargee de Projet	Green Cross Programme Regional Afrique		
13	Lakoussan Aurelien	M	Coordinateur CRCOPR	CRCOPR/ROPPA	Ouagadougou	10-Nov-17
14	Sourabie N. Ibrahim	M	COP/PI	IFDC		
15	Campaore Ali	M	Director General	SOCOMA	Ouagadougou	10-Nov-17
16	Nitiema W. Jean de Dieu	M	Cadre	DGPV	Ouagadougou	10-Nov-17
17	Bayoulou Soumana		Agent SPBDA-RD	DGPV		
18	Djiguende S. Paul	M	Cadre Service des Engrais	DGPV		
19	Senyi Hamadou	M	Directeur de l'Agriculture	UEMOA	Ouagadougou	10-Nov-17

No	Name of Participant	Sex	Position	Organization/ Business	Location	Date
20	Dabire Mionsob	F	Animateur	COPSA-C	Founzan	11-Nov-17
21	HIEN Nibaterezounmon Marc	M	Producteur	COPSA-C		
22	Lamy Siaka	M	Producteur	COPSA-C		
23	Some Izaola		Producteur	COPSA-C		
24	Some Dassa		Producteur	COPSA-C		
25	Didiro Lamoussa	M	Encadreur Endogene	COPSA-C		
26	Ouedraogo Adama	F	Productrice	COPSA-C		
27	Nabie Tueboumia	F	Comptable	COPSA-C		
28	Some Dar	M	Producteur	COPSA-C		
29	Some Dowekoun	M	Producteur	COPSA-C		
30	Some S. Yannick	M	Secretaire	COPSA-C		
31	Kamboule Bompion	M	Encadreur Endogene	COPSA-C		
32	Some Z. Louis	M	Animateur	COPSA-C		
33	NABIC D. Isaac	M	Animateur	COPSA-C		
34	Some F. Patria	M	Encadreur Endogene	COPSA-C		
35	Hien I. Seraphim	M	President	COPSA-C		
36	Zamy Yezouma	M	Encadreur Endogene	COPSA-C		
37	Malo Sibiri	M	Secretaire	COPSA-C		
38	Compaore Salamata	F	Secretaire	COPSA-C		
39	Hien Kounike	F	Productrice	COPSA-C		
40	Sanogo Zenabo	F	Encadreur Endogene	COPSA-C		
41	Dianda Balhaissa	F	Consergne	COPSA-C		
42	Waro B. Beatrice	F	Encadreur Endogene	COPSA-C		

No	Name of Participant	Sex	Position	Organization/ Business	Location	Date
43	Kambou Felicite	F	Directrice	COPSA-C		
44	Bonou Doubero	M	Formateur Senior Animateur	COPSA-C		
45	Namoro Arzounma	M	President	FNZ	Leo	11-Nov-17
46	Nebie Harouna	M	Producteur	FNZ		
47	Namoro Abdoul Moumouni	M	Animateur	FNZ		
48	Nignan Adiaratou	F	Productrice	FNZ		
49	Nebie Biata	F	Productrice	FNZ		
50	Ide Mastora	F	Productrice	FNZ		
51	Ziba Binta	F	Productrice	FNZ		
52	Nebie Ouramata	F	Productrice	FNZ		
53	Dagano Latifatou	F	Productrice	FNZ		
54	Tikaro Salif	M	Producteur	FNZ		
55	Nignan Adama	M	Producteur	FNZ		
56	Nebie Gueissou	M	Producteur	FNZ		
57	Namoro Adama	M	Producteur	FNZ		
58	BICABA Joseph	M		UNPCB-Ye	Ye	11-Nov-17
59	Sanou Sano	M	ATB UNPCB	UNPCB-Ye		
60	Coulibaly Seydou	M	ATB UNPCB	UNPCB-Ye		
61	Pale Man-N'da	M	ATB UNPCB	UNPCB-Ye		
62	Ouili CHECK	M	UNPCB GAF	UNPCB-Ye		
63	Zela Sinari	M		UNPCB-Ye		
64	Karambiri Youcouba	M		UNPCB-Sababougnouma		
65	Barro Korotimi	F	Membre	UNPCB-Sababougnouma		
66	Kerepa Tene	F	Membre			

No	Name of Participant	Sex	Position	Organization/ Business	Location	Date
67	Kara Ozosalie	F	Membre			
68	Zina Safieta	F	Membre			
69	Kone Zanta	F	Membre			
70	Karambiri Minata	F	Membre			
71	Konate Sita	F	Membre			
72	Zeye Djeneba	F	Membre			
73	Dissa Sita	F	Membre	UNPCB-Sababougnouma		
74	Barou Koni	F	Membre	UNPCB-Sababougnouma		
75	Zina Anne Marie	F	President Adjointe			
76	Dao Azara	F	Tresoriere			
77	Dao Mata	F	President			
78	Kamladjibo Jeanne	F	Commissaire au Compte			
79	Cralla Awa	F	Commissaire au Compte			
80	Diomor Soumabere	M	Directeur Executif	UGCPA/BM	Dedougou	11-Nov-17
81	Yillem Ousmane	M	Formateur Senior	UGCPA/BM		
82	Domboue Laurent	M	President	UGCPA/BM		
83	Koutou Assetou	F	Tresoriere	UGCPA/BM		
84	Yiri Harouna	M	President	SCOOP Benkadi		
85	Zalle Moshi	M	Membre	SCOOP Benkadi		
86	Sankara Ramatou	F	Membre	SCOOP Benkadi		
87	Banazaro Bibata	F	Secretaire	SCOOP Benkadi		
88	Sidibe Adama	M	Formateur Senior	UGCPA/BM		
89	Dakio P. Claire	F	Animateur	UGCPA/BM		
90	Yeye Oumarou	M	S&E	UGCPA/BM		

No	Name of Participant	Sex	Position	Organization/ Business	Location	Date
91	Diallo Banou	F	Membre	SCOOP Benkadi		
92	Kafando Simande	F	Membre	SCOOP Benkadi		
93	DIALLO Ali Baolara	M	Chef de Programme	UNPCB	Bobo-Dioulasso	13-Nov-17
94	Nana S. David	M	MEAL	UNPCB		
95	ZOUNGRANA Delphine	F	Chargee de mission au pres CA	UNPCB		
96	YARA Athanase	M	Chef de Service Agro economic	UNPCB		
97	Bazoumana KOULIBALY	M	Agropedologue - Charge de Recherches	INERA	Bobo-Dioulasso	13-Nov-17
98	Dakou Dehou	M	Coodinateur Scientifique	PR-PICA	Bobo-Dioulasso	13-Nov-17
99	Sawadogo Felix	M	Secretaire Executif	PR-PICA		
100	OUATTARA B. Gilbert	M	Comptable	PR-PICA		
101	Fagaye Sissoko	M	Chercheur	IER-Agronome Programme Rurale	Sikasso	15-Nov-17
102	Hamidou Bagayoko	M	Secretaire Executif	FENABE	Bougouni	15-Nov-17
103	Mohamed Y Maiga	M	Superviseur	FENABE		
104	Tasseni Ballo	F	Conseilliere	FENABE		
105	Moussa Diawara	M	CA FENABE	FENABE		
106	Samou Doumbia	M	Producer	CPCB Mafele	Mafele	16-Nov-17
107	Bakary Camara	M	Producer	CPCB Mafele		
108	Toumani Doumbia	M	Producer	CPCB Mafele		
109	Drissa Doumbia	M	Producer	CPCB Mafele		
110	Ousmane Doumbia	M	Producer	CPCB Mafele		

No	Name of Participant	Sex	Position	Organization/ Business	Location	Date
111	Yaya Doumbia	M	Producer	CPCB Mafele		
112	Awa Bagayoko	F	Producer	CPCB Mafele		
113	Diagassan Bagayoko	F	Producer	CPCB Mafele		
114	N'Djo Bagayoko	F	Producer	CPCB Mafele		
115	Sitau Doumbia	F	Producer	CPCB Mafele		
116	Mariam Diarra	F	Producer	CPCB Mafele		
117	Tenimba Sinayoko	F	Producer	CPCB Mafele		
118	Awa Doumbia	F	Producer	CPCB Mafele		
119	Diona Komonsira	M	Responsable Communicative	AProCA	Bamako	16-Nov-17
120	Coulebaly Tata Djire	F	Coordinatrice BCI	AProCA		
121	Fousseni Sangare	M	Gesttionnaire Comptable	AProCA		
122	Amadou B. Oudidje	M	Country Representative	IFDC	Bamako	16-Nov-17
123	Aly Ongoiba	M	C/SRA-MPP	Filiale Centre CMDT	Fana	17-Nov-17
124	Zana Diana	M	C/DFLRD	Filiale Centre CMDT		
125	Solomane O. Sidibe	M	C/SFAOP	Filiale Centre CMDT		
126	Daouda Sanogo	M	C/SPAC	Filiale Centre CMDT		
127	Ibrahima W. Sissoko	M	Administrateur	Filiale Centre CMDT		
128	Mamadou Kanem	M	DG	OHVN	Bamako	17-Nov-17
129	Diallo Mah Kone	F	DGA	OHVN		
130	Seydou Boukare	M	DCRVA	OHVN		
131	Moussa Samaki	M	Formation Senior	OHVN		
132	Ahounou Mathias	M	Country Representative	IFDC	Cotonou	20-Nov-17
133	Adegnika Moire O.	M	National Coordinateur/C4CP	IFDC		

No	Name of Participant	Sex	Position	Organization/ Business	Location	Date
134	Adoko D. Judith	F	C/SF CRA-CI	CRA-CF	Cotonou	20-Nov-17
135	Hougni Alexis	M	Directeur CRA-CF	CRA-CF INRAB		
136	Sinha Marias	M	C/SAT	CRA-CF		
137	Fahala A. Adeyemi	M	S/P	ACA	Cotonou	20-Nov-17
138	Marcelline Akpoue	M	Associe Gerant	COTIMES	Cotonou	21-Nov-17
139	Biaou Leopold	M	Chef Service FOE	DQIFE/MAEP	Cotonou	21-Nov-17
140	Pio Ferdinand Nasser	M	C/DSPCA	DQIFE/MAEP		
141	Bouko Georges	M	C/DPS	DQIFE/MAEP		
142	Anato M. Aymar	M	CD/VCA	DQIFE/MAEP		
143	Bodjrenou Delphine	F	Coordinateur/Point Fcoal	OBEPAB	Cotonou	21-Nov-17
144	Noudohouenou Raoul	M	Assitant Comptable	OBEPAB		
145	Mahougnon Fabrice	M	Responsable Secretariat	OBEPAB		
146	Simplice D. Vodouhe	M	Coordinateur	OBEPAB		
147	Gnangassi Charles	M	Director	FUPRO	Bohicon	22-Nov-17
148	Monhouanou Be'nedicte	F	Point Focale C4CP	FUPRO		
149	Dossou Germain	M	Coordinateur	ANaF	Bohicon	22-Nov-17
150	Ahontondji Albert	M	Membre		Attinkpaye	22-Nov-17
151	Agletou Suzanne	F	Membre			
152	Akpo Rachelle	F	Membre			
153	Labite Madeline	F	Membre			

No	Name of Participant	Sex	Position	Organization/ Business	Location	Date
154	Assogba Rose	F	Membre			
155	Barra Sabine	F	Membre			
156	Ebetoyihe Kessidjo	F	Membre			
157	Gouisson Mariette	F	Membre			
158	Assogba Engele	F	Membre			
159	Barra Christine	F	Membre			
160	Agletou Grounsoudji	F	Membre			
161	Assogba Christine	F	Membre			
162	Arissi Elisabeth	F	Membre			
163	Moussa Emiliene	F	Membre			
164	Gniodje Reine	F	Membre			
165	Ahontondji Adele	F	Membre			
166	Ofie Eugenie	F	Membre			
167	Guanki Aline	F	Membre			